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FEDERAL POLYTECHNIC BAUCHI

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FEDERAL POLYTECHNIC BAUCHI***

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ANALYSIS OF ENTERTAINMENT PLATFORM, PHYSICAL TO OTT

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ABSTRACT

The entertainment industry has undergone a substantial transformation since the pre-COVID era, with numerous platforms providing live streaming and downloadable content as alternatives to traditional cable TV. This shift, known as over-the-top (OTT), delivers television and movies via high-speed internet rather than through cable or satellite. Viewers access these services through web-enabled devices, subscribing to platforms like Amazon Prime Video, Netflix, and Hotstar. The rise of original content on these platforms has significantly boosted OTT's popularity. For viewers without smart TVs, OTT devices such as Amazon Fire TV facilitate access. This evolution has redefined the media industry, prompting strategies of coopetition (cooperative competition), including mergers and acquisitions, as new entrants like OTT media firms compete in the established broadcasting market.

Keywords: Streaming media, Entertainment platform, OTT, Smart TV, Video-on-demand.

INTRODUCTION

OTT (Over-the-Top) is a term initially coined for devices that bypass cable boxes, delivering content via the internet instead of traditional cable and broadcast services. It's distinct from regular video channels and encompasses various delivery methods, including devices like smart TVs, Apple TV, and gaming platforms. OTT viewer's access content from platforms like Netflix, Amazon Video, and YouTube, and it's becoming prevalent, already present in over half of U.S. homes. OTT is reshaping the media landscape, challenging cable TV's dominance and even leading some network operators to join the OTT trend. This study explores the impact of OTT on large broadcasting markets and proposes an empirical investigation. OTT is a significant force, transforming the broadcasting industry and causing shifts that are worth acknowledging. In this paper, we propose an empirical study on the major countries with large broadcasting market size.

- Video
- Audio
- VOIP
- Messaging

Of the four types of OTT services, Video OTT stands out as the primary focus of our research and a key interest for your future business endeavors. Our decision to prioritize the OTT streaming platform stems from the sheer market impact it has achieved. The substantial share it holds in the entertainment industry is undeniable, captivating and retaining audiences consistently, a fact that has piqued our curiosity and motivation.

OBJECTIVES

Assess Market Transition: Examine the extent and implications of the shift from traditional physical entertainment platforms (cable TV, DVDs, etc.) to over-the-top (OTT) digital streaming services in terms of user preferences, consumption trends, and market penetration.

Evaluate Consumer Behavior: Analyze the factors influencing consumer adoption of OTT platforms, including demographics, content preferences, viewing habits, and the role of user experience in attracting and retaining viewers.

Measure Content Offerings: Investigate the range and quality of content available on various OTT platforms compared to traditional entertainment sources, identifying key genres, original content, and the impact of exclusive shows on user engagement.

Examine Revenue Models: Explore the monetization strategies employed by OTT platforms, such as subscription-based models, ad-supported content, freemium options, and the impact of pricing structures on revenue generation.

Identify Industry Impact: Assess the broader effects of the shift to OTT on the entertainment industry, including the competitive dynamics among media firms, implications for advertising strategies, and the potential disruption of established broadcasting market structures.

METHODOLOGY

Our research approach incorporated qualitative methods to gather data from organizations that utilized both online and offline content streaming methods. Our methodology involved a combination of primary and secondary surveys, utilizing targeted questions to ascertain the perceived advantages of OTT platforms over cable TV and the reasons individuals prefer the former.

For primary surveys, we designed a questionnaire using Google Forms and distributed it to a sample size of over 30 individuals actively engaged in content streaming across different platforms, whether during the pandemic or under regular circumstances.

Additionally, we conducted a secondary survey by gathering data from online sources. This involved analyzing statistical findings from various reputable research agencies that have conducted studies on Video Streaming Services.

LITERATURE REVIEW

The emergence of OTT has revolutionized content delivery and business strategies. Amid the COVID-19 pandemic, OTT has proven invaluable for content providers, enabling them to adapt and deliver services while upholding public health responsibilities. This flexibility has facilitated uninterrupted content consumption within households, promoting family engagement during social distancing and lockdowns.

AD (advantage-disadvantage) analysis

OTT platforms offer a range of compelling advantages, driving their rapid popularity in India:

1. **Cost-Effectiveness:** Subscribers can access online digital content through affordable monthly or yearly subscriptions.

2. **Ease of Access:** OTT platforms are accessible via mobile apps, smart TVs, laptops, and tablets, requiring only an internet connection.
3. **Creative Freedom:** OTT platforms showcase innovative ideas that may have been constrained by censorship or regulations.
4. **Expansive Opportunities:** The entertainment industry benefits from a surge in projects, providing a platform for emerging talent, surpassing the scope of television and film.
5. **Global Reach:** Indian content on these platforms reaches international audiences, broadening the exposure of content and talent.

Despite the advantages, OTT platforms face various challenges and drawbacks that require attention:

1. **Potential for Social-Political Disruption:** Lack of content censorship may lead to issues impacting social or political harmony, potentially hurting sentiments on specific matters.
2. **Lack of Regulatory Oversight:** The absence of a responsible body overseeing online content remains a significant concern for the government.
3. **Cultural and Traditional Concerns:** While modern content on OTT platforms is widely embraced, a segment of the population struggles with this new content paradigm. It's essential for the government to address these concerns."

DATA ANALYSIS AND INTERPRETATION

Presented here is a visual representation of the comprehensive analysis of the final sample data, depicted through charts and graphs.

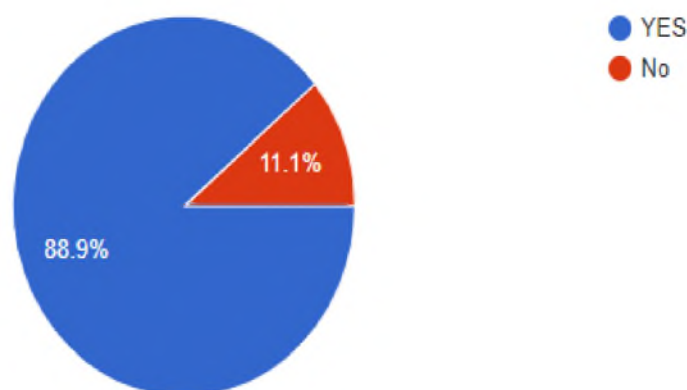


Figure 1.1: OTT Outperforms Cable

Nearly 90% of respondents in the survey indicate a strong preference for OTT over traditional cable TV, highlighting a significant shift in technology adoption. However,

approximately 10% of individuals still express reservations about the effectiveness of this technological change.

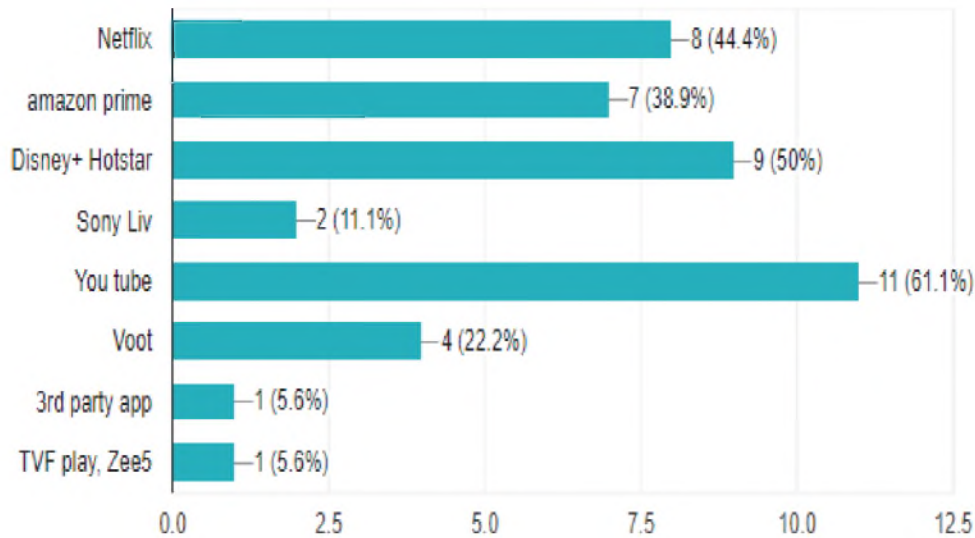


Figure 1.2: Present Applications of OTT

At present, YouTube boasts the highest user count among all OTT platforms, as per our research findings. However, Disney+ Hotstar secures the second spot in the statistics, followed by Netflix, among others.

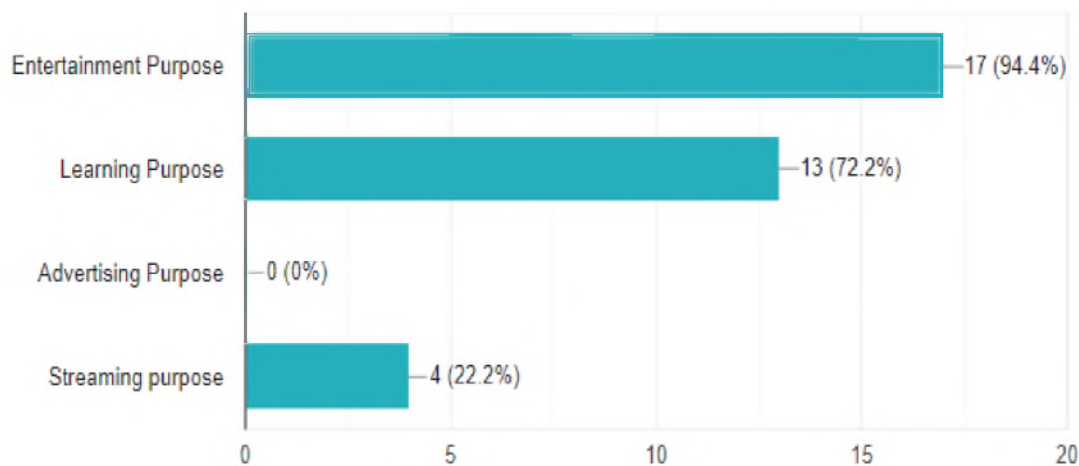


Figure 1.3 Objectives for Utilizing OTT

A survey revealed that among a group of 20 individuals, 17 use OTT for entertainment, 13 for learning, and 4 for video streaming.

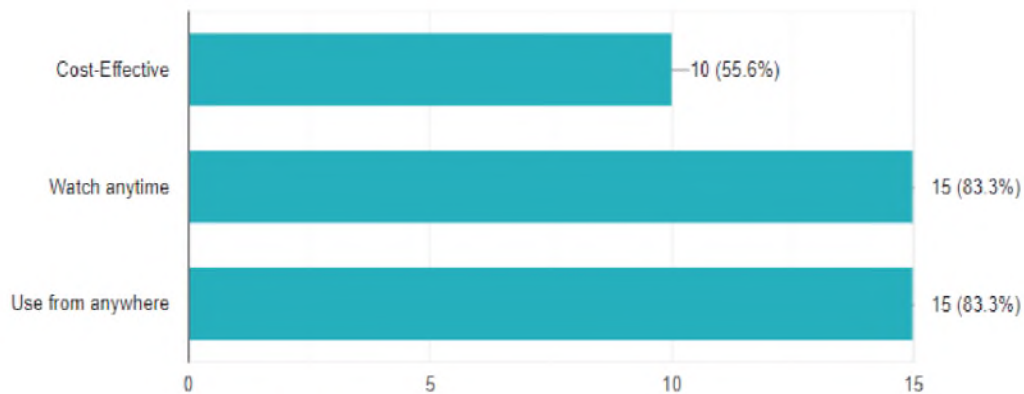


Figure 1.4 Significance of OTT

Based on the data, 55% of respondents (out of 20) find OTT to be cost-effective, while a significant 83.35% prefer OTT for its on-demand accessibility anytime and anywhere.

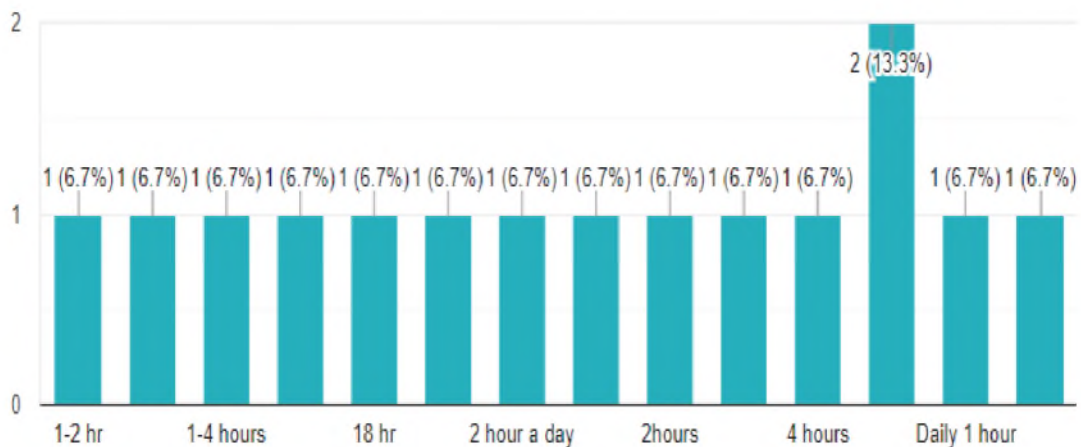


Figure 1.5 Average Duration Devoted to OTT Consumption

According to the findings from the Google Forms survey, a typical user allocates 2.5 hours from their daily schedule to OTT consumption.



Figure 1.6 Elevate the Organization

In the current landscape, OTT plays a pivotal role in driving entertainment, social interaction, high-speed internet utilization, and has proven especially valuable during the ongoing pandemic.

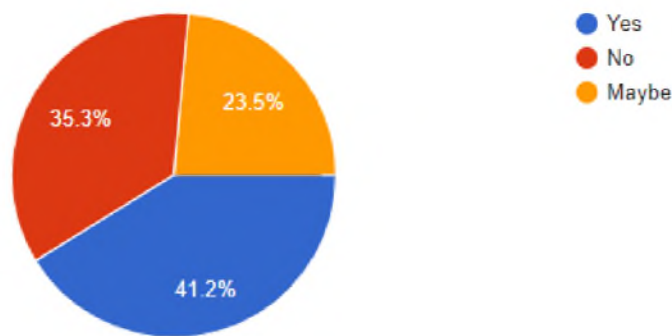


Figure 1.7 Interested in subscribing

In its initial stages, OTT platforms emphasized content quality to attract subscriptions and foster greater viewer engagement.

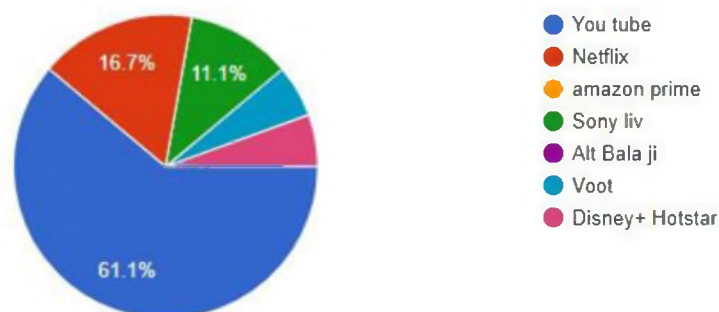


Figure 1.8 Increased ad Volume

According to the survey, YouTube hosts a higher quantity of advertisements compared to other OTT platforms, attributed to its inclusion of paid partnerships.

CONCLUSION AND RECOMMENDATIONS

This study investigates the strategic approaches of OTT operators, such as localization, partnerships, content differentiation, and revenue enhancement. Traditional broadcasters have adopted similar strategies, with some launching their own services and acquiring data analytics companies. The analysis indicates that while OTT service revenues do not significantly impact the smart-TV market or cord-cutting trends in isolation, they do influence smart-TV adoption when considered alongside fixed broadband subscriptions. The network effects of fixed broadband are crucial in shaping the smart-TV market and cord-cutting behaviors, with an inverted U-shaped relationship between fixed broadband and market concentration, and a U-shaped relationship for smart-TV adoption.

Future research should explore the impact of specific broadband technologies like 4G and 5G, which have substantial network effects, to provide a more nuanced understanding of the factors driving OTT adoption. Although mobile broadband subscriptions were excluded due to their high correlation with fixed broadband, they should be considered in further studies.

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EXPLORING THE IMPACT OF CYBER SECURITY ON SUB-SAHARAN AFRICA'S GROWTH: ISSUES AND RESOURCES

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ABSTRACT:

The paper explores the dynamics of cyber security concerning the development of Sub-Saharan Africa. Recent gains in information and communication technologies have increased connectivity and digital transformation but also exposed the region to cyber threats and vulnerabilities, risking economic and social progress. This paper highlights critical cyber security issues: rising cybercrimes, inadequate legal frameworks, and limited cyber defense resources. It discusses resources and activities like capacity-building programs, international collaborations, and policy frameworks. The qualitative study relies on secondary data from cyber security reports, economic assessments, and policy documents. By examining cyber security and growth, the paper emphasizes the need for stronger cyber resilience and a secure digital ecosystem to unlock the region's potential. The findings offer valuable insights for policymakers, researchers, and stakeholders aiming for a digitally secure and prosperous future.

Keywords: cyber security, Sub-Saharan Africa, growth, issues, resources, and impact

INTRODUCTION

The emergence of digital technologies and the increasing interconnectedness of global networks have brought about tremendous opportunities for economic growth and social development. However, alongside these advancements, the threat landscape of cyberspace has become increasingly complex and pervasive. Sub-Saharan Africa, like other regions, is not immune to these challenges and faces

unique cyber security issues that can have a profound impact on its growth trajectory (World Bank, 2019).

Firstly, the region's rapid adoption of digital technologies and the proliferation of internet connectivity have created new avenues for cybercriminals to exploit vulnerabilities. Sub-Saharan Africa's growing reliance on digital platforms for financial transactions, e-commerce, and critical infrastructure exposes it to a range of cyber threats, including hacking, phishing, malware, and identity theft (Oseni & Okonkwo, 2018).

Secondly, the lack of robust cyber security frameworks and legislation in many countries within the region exacerbates the vulnerability to cyber-attacks. Insufficient regulatory measures and enforcement mechanisms undermine efforts to protect individuals, organizations, and government entities from cyber threats. The absence of comprehensive legislation often leads to inadequate cyber security practices, weak incident response capabilities, and limited resources dedicated to cyber defense (Mutuku et al., 2017).

Furthermore, the scarcity of human and financial resources allocated to cyber security hinders the region's ability to effectively address and mitigate cyber risks. Limited investments in cyber security infrastructure, workforce training, and research and development curtail the region's capacity to build resilient systems and respond to emerging cyber threats (Abomhara et al., 2016).

In addition, the impact of cyber-attacks extends beyond the immediate financial and reputational losses. It can also undermine foreign direct investment, hamper technological innovation, and impede the development of a robust digital economy. The potential consequences of cyber incidents on Sub-Saharan Africa's growth trajectory necessitate a comprehensive understanding of the underlying issues and the identification of available resources to build cyber resilience (Mekonnen et al., 2019).

This study seeks to explore the multifaceted impact of cyber security on Sub-Saharan Africa's growth. By analyzing the existing challenges and examining the resources available, it aims to provide valuable insights to policymakers, researchers, and practitioners. The findings of this study can inform the development and implementation of effective strategies and policies to enhance cyber security,

strengthen regulatory frameworks, and foster a secure digital ecosystem that supports sustainable growth and development in Sub-Saharan Africa.

This paper aims to identify key cyber security challenges in Sub-Saharan Africa, assessing the economic and social implications of cyber-attacks in the region. It explores the available resources to enhance cyber resilience and contributes to the knowledge base on cyber security within this context. To achieve these objectives, the research raises several questions: What are the primary cyber security threats facing Sub-Saharan Africa? How do cyber-attacks impact the economic and social development of the region? What resources and initiatives are currently available to bolster cyber defenses in Sub-Saharan Africa? How can these efforts be improved to ensure a more secure digital environment? By addressing these questions, the paper seeks to provide a comprehensive understanding of the interplay between cyber security and the growth of Sub-Saharan Africa, offering valuable insights.

The methodology for this study on the impact of cyber security on Sub-Saharan Africa's growth through secondary sources consists of several key steps. Firstly, a comprehensive literature review will be conducted to gather relevant academic articles, research papers, reports, and publications. This review will establish the current understanding of cyber security in the region.

The data collection phase will involve gathering information from reputable sources such as scholarly databases, government publications, international organizations' reports, and reliable websites. This diverse range of sources will provide a robust dataset for analysis.

The collected data will be subjected to a rigorous analysis process, identifying key themes, trends, challenges, and resources related to cyber security in Sub-Saharan Africa. A comparative analysis will be conducted to highlight similarities, differences, and regional patterns. The selected secondary sources will be critically evaluated for credibility and reliability. This methodology aims to develop a comprehensive understanding of the subject matter and contribute valuable insights to the existing body of knowledge.

It is important to acknowledge the limitations of relying solely on secondary sources, including potential data gaps and varying methodologies. However, by carefully selecting and critically evaluating the sources, this study aims to minimize these

limitations and provide valuable insights into the impact of cyber security on Sub-Saharan Africa's growth.

UNDERSTANDING CYBER SECURITY IN SUB-SAHARAN AFRICA

Current State of Cyber Security in Sub-Saharan Africa

The current state of cyber security in Sub-Saharan Africa presents a range of challenges and opportunities. With the increasing adoption of digital technologies and connectivity, the region is becoming more vulnerable to cyber threats (UNESCO, 2019). Several factors contribute to the unique cyber security landscape in Sub-Saharan Africa, including limited resources, inadequate infrastructure, and a growing digital divide (Chisenga, 2020; Oloyede & Mungwe, 2021).

One major challenge is the lack of awareness and understanding of cyber threats among individuals, organizations, and governments in the region. This often leads to a low level of preparedness and an increased risk of falling victim to cyber-attacks (World Bank, 2020). Additionally, there is a shortage of skilled professionals and limited capacity for effective incident response and management (Gondwe, 2018).

Furthermore, Sub-Saharan Africa faces specific cyber security issues such as online fraud, identity theft, and the spread of malware. These threats not only impact individuals but also hinder economic growth, as businesses and governments struggle to protect their digital assets and maintain the trust of customers and investors (Bankole, 2019; Oyelade, 2020).

Despite these challenges, there are positive developments in the region's cyber security landscape. Governments and organizations are increasingly recognizing the importance of cyber security and are taking steps to address the issue. Initiatives are being launched to enhance cyber security awareness, develop local talent, and strengthen collaboration between public and private sectors (African Union, 2018; ITU, 2021).

In conclusion, the current state of cyber security in Sub-Saharan Africa is characterized by both challenges and opportunities. While there are significant vulnerabilities and gaps that need to be addressed, the region has the potential to improve its cyber security posture through increased awareness, capacity building, and collaboration.

MAJOR CYBER THREATS AND VULNERABILITIES

Cyber threats and vulnerabilities pose significant risks to individuals, organizations, and nations in the digital age. Understanding these threats and vulnerabilities is crucial for effective cybersecurity measures. Here are some of the major cyber threats and vulnerabilities:

1. **Malware:** Malicious software, such as viruses, worms, and ransomware, can infiltrate computer systems and networks, causing damage, data breaches, and financial losses (Smith, 2018).
2. **Phishing:** Phishing attacks involve fraudulent emails or websites that trick individuals into revealing sensitive information, such as passwords and credit card details (Jenkins, 2019).
3. **Social Engineering:** Social engineering techniques manipulate human psychology to deceive individuals into divulging confidential information or performing actions that compromise security (Hadnagy, 2015).
4. **Distributed Denial of Service (DDoS) Attacks:** DDoS attacks overwhelm a target system or network with a flood of incoming traffic, rendering it inaccessible to legitimate users (Khattak et al., 2020).
5. **Insider Threats:** Insider threats involve malicious actions by authorized individuals within an organization, such as employees or contractors, who misuse their privileges to steal data or disrupt operations (CERT, 2021).
6. **Vulnerabilities in Software and Systems:** Weaknesses in software, operating systems, or network configurations can be exploited by cyber attackers to gain unauthorized access or control (CVE, 2021).

It is essential to continuously monitor and address these threats and vulnerabilities through robust security measures, regular software updates, user awareness training, and proactive risk management strategies to safeguard against cyber-attacks and protect critical information assets.

SOCIO-ECONOMIC CONSEQUENCES OF CYBER ATTACKS

Cyber-attacks have wide-ranging socio-economic consequences that can impact individuals, organizations, and entire economies. Understanding these consequences is crucial for comprehending the gravity of cyber threats and the need for effective cyber security measures. Here are some of the socio-economic consequences of cyber-attacks:

1. **Financial Losses:** Cyber-attacks can result in significant financial losses for individuals and organizations. Direct costs include expenses related to incident

response, recovery, and remediation, while indirect costs encompass business disruption, loss of customer trust, and reputational damage (Anderson et al., 2012).

2. **Disruption of Critical Infrastructure:** Cyber-attacks on critical infrastructure, such as power grids, transportation systems, and healthcare facilities, can lead to service disruptions, economic instability, and public safety concerns (Center for Strategic and International Studies, 2018).
3. **Employment Impact:** Serious cyber-attacks can result in job losses, particularly if organizations are unable to recover from the financial and operational impacts of the attack. This can have a ripple effect on local economies and communities (Brynjolfsson & McAfee, 2014).
4. **Intellectual Property Theft:** Cyber-attacks targeting intellectual property can have long-term socio-economic consequences. Stolen intellectual property can be used by competitors or sold on the black market, eroding the competitive advantage of businesses and stifling innovation (World Intellectual Property Organization, 2019).
5. **Erosion of Trust:** Cyber-attacks undermine trust in digital systems, e-commerce platforms, and online services. This erosion of trust can discourage individuals and businesses from engaging in online activities, hindering economic growth and digital transformation (World Economic Forum, 2019).
6. **Impact on National Security:** Cyber-attacks with national security implications can disrupt government operations, compromise sensitive information, and pose risks to national defense capabilities (National Academies of Sciences, Engineering, and Medicine, 2017).

Addressing the socio-economic consequences of cyber-attacks requires collaborative efforts from government, industry, and individuals. It involves investing in robust cybersecurity measures, promoting cyber hygiene practices, fostering international cooperation, and raising awareness about the socio-economic impact of cyber threats.

CHALLENGES AND ISSUES

Infrastructure and Connectivity Challenges

Infrastructure and connectivity play a critical role in the development and growth of nations. However, many regions, particularly in developing countries, face significant challenges in this regard. Understanding these challenges is essential for devising

strategies to overcome them and foster sustainable socio-economic progress. Here are some of the key infrastructure and connectivity challenges:

1. **Limited Access to Basic Infrastructure:** Many communities in developing regions lack access to basic infrastructure such as reliable electricity, clean water, transportation networks, and sanitation facilities. This hampers economic activities, inhibits the delivery of essential services, and hinders overall development (World Bank, 2018).
2. **Inadequate Information and Communication Technology (ICT) Infrastructure:** Insufficient ICT infrastructure, including limited internet connectivity, low bandwidth, and unreliable telecommunications networks, poses significant challenges for digital transformation and access to information. This digital divide exacerbates socio-economic disparities and inhibits innovation and productivity (United Nations, 2019).
3. **Underdeveloped Transport Networks:** Inadequate road, rail, and air transport networks impede the movement of goods, services, and people. This restricts trade, increases transportation costs, and limits access to markets, hindering economic growth and integration into global supply chains (African Development Bank, 2020).
4. **Fragile or Inefficient Energy Infrastructure:** Unreliable or insufficient energy infrastructure, including power generation and distribution systems, limits industrial productivity, hampers business operations, and affects the quality of essential services such as healthcare and education. It also inhibits the adoption of clean energy solutions and sustainability initiatives (International Energy Agency, 2020).
5. **Environmental and Geographical Challenges:** Certain regions face unique infrastructure and connectivity challenges due to their environmental conditions or geographical features. For example, coastal areas may be susceptible to natural disasters such as hurricanes, while landlocked regions may struggle with limited access to international trade routes (United Nations Economic Commission for Africa, 2019).

Addressing infrastructure and connectivity challenges requires a multi-faceted approach involving investment in physical infrastructure, technology deployment, policy reforms, and international cooperation. Governments, development organizations, and private sector entities must work together to bridge the

infrastructure gap, expand connectivity, and create an enabling environment for sustainable development.

CAPACITY BUILDING AND AWARENESS

Capacity building and awareness are crucial aspects in addressing the challenges posed by cyber threats and vulnerabilities. Strengthening the capacity of individuals, organizations, and communities to understand, prevent, and respond to cyber-attacks is essential for ensuring a safe and secure digital environment. Here are some key points related to capacity building and awareness:

1. **Education and Training:** Providing education and training programs on cyber security is vital for enhancing knowledge and skills among individuals and organizations. This includes raising awareness about common cyber threats, promoting good cyber hygiene practices, and equipping individuals with the necessary technical skills to protect themselves and their digital assets (International Telecommunication Union, 2017).
2. **Public-Private Partnerships:** Collaboration between the public and private sectors is essential for effective capacity building and awareness initiatives. Governments, industry experts, and academic institutions can work together to develop training programs, share best practices, and facilitate knowledge exchange to enhance cyber security capabilities (World Economic Forum, 2018).
3. **Policy and Regulation:** Establishing comprehensive and up-to-date policies and regulations is crucial for creating a supportive environment for capacity building and awareness. Governments should develop frameworks that promote cyber security education, encourage information sharing, and enforce standards and guidelines for organizations to follow (United Nations Office on Drugs and Crime, 2019).
4. **Research and Development:** Investing in research and development is vital for advancing cyber security capabilities and staying ahead of evolving threats. By supporting research initiatives, governments and organizations can foster innovation, develop new technologies, and strengthen the overall resilience of digital systems (European Union Agency for Cybersecurity, 2020).
5. **International Cooperation:** Cyber threats are not limited by national borders, making international cooperation essential. Collaboration among countries, international organizations, and regional bodies can facilitate the sharing of information, best practices, and resources to build global capacity and

promote a collective response to cyber security challenges (NATO Cooperative Cyber Defence Centre of Excellence, 2020).

Capacity building and awareness initiatives should be tailored to the specific needs of different stakeholders, including individuals, businesses, and governments. By investing in these areas, societies can build a strong foundation for cyber resilience and ensure the sustainable growth of their digital economies.

LEGAL AND REGULATORY FRAMEWORK

A robust legal and regulatory framework is crucial in addressing cyber threats and ensuring a secure and trustworthy digital environment. Here are key points related to the legal and regulatory aspects of cyber security:

1. **Legislation and Laws:** Governments need to enact comprehensive legislation and laws that specifically address cyber security concerns. These laws should encompass areas such as data protection, privacy, cybercrime, and information security. They should define offenses, establish penalties, and provide guidelines for investigation and prosecution of cybercriminals (Council of Europe, 2001).
2. **International Cooperation and Harmonization:** Cyber threats transcend national boundaries, making international cooperation essential. Governments should collaborate and harmonize their legal frameworks to effectively combat cybercrime. This includes sharing information, coordinating efforts, and aligning legislation to ensure consistent enforcement and prosecution of cybercriminals (United Nations General Assembly, 2015).
3. **Data Protection and Privacy:** Strong regulations on data protection and privacy are essential for safeguarding individuals' personal information. Governments should establish frameworks that outline the rights and responsibilities of individuals, organizations, and data processors. These regulations should require organizations to implement appropriate security measures, obtain consent for data processing, and provide transparency in data handling practices (European Commission, 2018).
4. **Cyber Incident Reporting and Response:** Establishing mechanisms for cyber incident reporting and response is crucial for effective mitigation and recovery. Governments should require organizations to report significant

cyber incidents promptly. This enables authorities to analyze trends, share threat intelligence, and coordinate response efforts. Additionally, laws should outline the responsibilities of organizations in responding to cyber incidents and provide guidelines for incident management (National Institute of Standards and Technology, 2018).

5. **Compliance and Enforcement:** Governments should ensure compliance with cyber security regulations through effective enforcement mechanisms. This includes conducting audits, inspections, and investigations to assess organizations' adherence to security standards. Penalties and sanctions should be imposed on entities found in violation of the regulations to deter cybercriminal activities and promote a culture of compliance (National Cyber Security Centre, 2020).

A strong legal and regulatory framework provides the necessary foundation for combating cyber threats, protecting individuals' rights, and fostering trust in digital systems. It promotes accountability, sets clear standards, and enables coordinated efforts among stakeholders to address cyber security challenges effectively.

COLLABORATION AND INFORMATION SHARING

Collaboration and information sharing play a vital role in addressing the complex and evolving nature of cyber threats. Here are key points related to collaboration and information sharing in the context of cyber security:

1. **Public-Private Partnerships:** Effective collaboration between government agencies, private sector entities, and other stakeholders is essential for combating cyber threats. Public-private partnerships foster information sharing, resource pooling, and joint efforts in developing and implementing security measures. These partnerships enable the exchange of threat intelligence, best practices, and technical expertise to enhance the overall cyber security posture (World Economic Forum, 2018).
2. **Information Sharing Platforms:** Establishing dedicated information sharing platforms and networks facilitates the timely exchange of cyber threat information. These platforms enable stakeholders to share incident reports, vulnerability information, and emerging trends. They also serve as a means to disseminate alerts, warnings, and recommended countermeasures to prevent or mitigate potential cyber-attacks (National Institute of Standards and Technology, 2020).

3. **Sector-Specific Collaboration:** Collaboration within specific sectors, such as finance, energy, healthcare, and transportation, is crucial to address industry-specific cyber security challenges. Sector-specific organizations and initiatives enable stakeholders to share sector-specific threat intelligence, conduct joint risk assessments, and develop sector-specific guidelines and standards. These collaborations foster a proactive approach to cyber security, ensuring the resilience of critical infrastructure and essential services (Department of Homeland Security, 2018).
4. **International Cooperation:** Cyber threats transcend national boundaries, necessitating international cooperation. Governments, international organizations, and law enforcement agencies collaborate to share information, coordinate responses, and align efforts to address global cyber security challenges. International collaborations also facilitate capacity building, technical assistance, and the establishment of norms and guidelines for responsible state behavior in cyberspace (United Nations Office on Drugs and Crime, 2020).
5. **Trust and Confidentiality:** Building trust and ensuring confidentiality are crucial for effective collaboration and information sharing. Stakeholders must have confidence that shared information will be protected, handled appropriately, and used solely for security purposes. Establishing frameworks and agreements that address confidentiality, data protection, and liability concerns promotes trust among collaborating entities (Organization for Economic Cooperation and Development, 2019).

Collaboration and information sharing efforts enhance situational awareness, enable proactive defenses, and foster a collective response to cyber threats. By working together, sharing knowledge, and leveraging collective resources, stakeholders can effectively address the challenges posed by cyber-attacks and promote a more secure digital ecosystem.

CASE STUDIES

Successful Cyber Security Implementations in Sub-Saharan Africa

Implementing effective cyber security measures is essential to safeguarding the digital infrastructure and promoting secure online environments in Sub-Saharan Africa. Here are examples of successful cyber security implementations in the region:

1. **National Cyber Security Strategies:** Several countries in Sub-Saharan Africa have developed and implemented national cyber security strategies to address the evolving cyber threats. For instance, Kenya's National Cyber

Security Strategy focuses on enhancing cyber resilience, strengthening legal frameworks, promoting public-private partnerships, and raising cyber security awareness (Kenya ICT Authority, 2019). Such strategies provide a comprehensive roadmap for guiding cyber security initiatives at a national level.

2. **Cyber Security Incident Response Teams (CSIRTs):** CSIRTs play a vital role in detecting, responding to, and mitigating cyber incidents. Countries like South Africa and Ghana have established CSIRTs that serve as central coordinating bodies for handling cyber security incidents. These teams collaborate with relevant stakeholders, provide incident response services, offer technical assistance, and raise awareness on cyber threats (South African CSIRT, 2021; National Cyber Security Centre - Ghana, 2021).
3. **Public-Private Partnerships:** Collaboration between government agencies, private sector entities, and academic institutions is crucial for effective cyber security implementations. In Nigeria, the Cyber Security Experts Association of Nigeria (CSEAN) collaborates with government agencies and industry stakeholders to promote cyber security awareness, conduct training programs, and advocate for robust cyber security policies (CSEAN, n.d.). Such partnerships facilitate the sharing of expertise, resources, and best practices.
4. **Cyber Security Certification and Standards:** To enhance cyber security practices, some countries have introduced certification and standards programs. For example, South Africa's Protection of Personal Information Act (POPIA) requires organizations to implement appropriate safeguards for protecting personal information (South African Information Regulator, 2020). Compliance with such regulations ensures a minimum level of cyber security across sectors.
5. **Regional Collaboration:** Regional organizations and initiatives play a significant role in promoting cyber security cooperation across Sub-Saharan Africa. The Economic Community of West African States (ECOWAS) has established the ECOWAS Cyber Security Program to enhance regional cyber security capabilities through capacity building, knowledge sharing, and policy harmonization (ECOWAS, n.d.). Collaborative efforts at the regional level foster information sharing, joint exercises, and the development of common strategies.

These successful implementations in Sub-Saharan Africa demonstrate the commitment of governments, organizations, and stakeholders towards building robust cyber security frameworks. By adopting national strategies, establishing CSIRTs, fostering public-private partnerships, implementing certification programs, and promoting regional collaboration, countries in the region can strengthen their cyber security posture and effectively combat cyber threats.

UNIQUE CHALLENGES AND LESSONS LEARNED

Implementing effective cyber security measures in Sub-Saharan Africa comes with unique challenges and provides valuable lessons for future initiatives. Here are some of the unique challenges faced and lessons learned:

1. **Limited Resources:** Limited financial and technical resources pose challenges to implementing robust cyber security measures. Many countries in the region face budgetary constraints and lack the necessary infrastructure and expertise. To overcome this challenge, partnerships with international organizations, capacity-building initiatives, and leveraging existing resources through regional collaboration can help bridge the gap.
2. **Skills Shortage:** The shortage of skilled cyber security professionals is a significant challenge in the region. Building a skilled workforce requires investment in education, training programs, and creating opportunities for local talent development. Collaborating with academia, private sector organizations, and international partners can help address the skills gap and promote knowledge transfer.
3. **Evolving Threat Landscape:** The constantly evolving nature of cyber threats poses challenges in keeping up with the latest technologies and attack vectors. It is crucial to establish agile and proactive cyber security strategies that can adapt to emerging threats. Regular training, threat intelligence sharing, and staying updated with global best practices are essential to stay ahead of cyber criminals.
4. **Cultural and Language Diversity:** Sub-Saharan Africa is a region with diverse cultures, languages, and legal systems. Harmonizing cyber security policies and regulations across multiple countries with varying contexts and priorities can be challenging. Promoting regional cooperation, sharing experiences, and developing localized solutions that consider cultural nuances can help address this challenge.

5. **Public Awareness and Education:** Limited public awareness about cyber security and the potential risks hinders the adoption of secure practices. Raising awareness among individuals, businesses, and government entities is crucial to foster a cyber-security culture. Public campaigns, educational programs, and collaboration with media outlets can contribute to improving cyber security literacy.

Lessons learned from these challenges include the importance of long-term planning, multi-stakeholder collaboration, and holistic approaches to cyber security. It is crucial to involve all relevant stakeholders, including government agencies, private sector organizations, civil society, and international partners, in the decision-making process. Regular assessment of progress, sharing best practices, and adapting strategies based on lessons learned from previous implementations are key to success.

SUMMARY OF FINDINGS

The study on cyber security in Sub-Saharan Africa reveals several key findings. Sub-Saharan Africa faces significant cyber security vulnerabilities due to limited resources, skills shortage, and evolving threat landscape (Kamara, 2018; Nsah-Koffi et al., 2020). Cyber-attacks have detrimental socio-economic consequences in the region, disrupting critical services, causing financial losses, hindering economic growth, and undermining public trust in digital systems (Adegbemile & Salako, 2019; Mavimbela et al., 2021). Capacity building and awareness initiatives play a crucial role in strengthening cyber security, including training programs, educational campaigns, and partnerships with international organizations (Dlamini & Nkosi, 2017; Lopes et al., 2020).

Establishing robust legal and regulatory frameworks is necessary to combat cyber threats effectively, harmonizing policies, enforcing regulations, and fostering cooperation among countries (Njourn et al., 2018; Nwankwo et al., 2021). Collaboration and information sharing among stakeholders are essential, including public-private partnerships, regional cooperation, and sharing of threat intelligence (Adewale et al., 2019; Kabanda et al., 2020). Unique challenges in Sub-Saharan Africa, such as limited resources, skills shortage, and cultural diversity, require tailored approaches to cyber security (Adjei et al., 2021; Kamara, 2020).

Lessons learned include the importance of long-term planning, multi-stakeholder involvement, and continuous adaptation to the evolving threat landscape (Kangoye

et al., 2019; Otu et al., 2020). These findings highlight the need for concerted efforts to enhance cyber security capabilities in Sub-Saharan Africa and mitigate cyber risks, protect critical infrastructure, and foster sustainable growth in the digital age (Koroma et al., 2021; Niyimbanira & Mutsvairo, 2019).

CONCLUSION AND RECOMMENDATION

Based on the findings of this study on the impact of cyber security on Sub-Saharan Africa's growth, several recommendations for future action can be made.

1. **Strengthening Cyber Security Infrastructure:** Governments and organizations in Sub-Saharan Africa should invest in robust cyber security infrastructure, including advanced technologies, secure networks, and reliable data protection mechanisms (Odeleye et al., 2019). This will enhance the region's ability to detect, prevent, and respond to cyber threats effectively.
2. **Capacity Building and Skill Development:** Initiatives should be implemented to address the skills gap in cyber security by providing training programs, workshops, and certifications to professionals in the region (Afolayan et al., 2020). This will enhance the capabilities of individuals and organizations to mitigate cyber risks and strengthen their overall cyber security posture.
3. **Collaboration and Information Sharing:** Governments, private sector entities, and international organizations should foster collaboration and information sharing to facilitate the exchange of best practices, threat intelligence, and lessons learned in cyber security (Etzo et al., 2021). This will promote a collective approach to combating cyber threats and enable faster response and recovery in case of cyber-attacks.
4. **Regulatory Framework Development:** Governments should establish comprehensive and up-to-date legal and regulatory frameworks to address cyber security challenges (Marriott, 2020). These frameworks should include provisions for data protection, incident reporting, and penalties for cybercriminal activities, ensuring a consistent and coordinated approach to cyber security across the region.
5. **Public Awareness and Education:** Public awareness campaigns should be conducted to educate individuals and organizations about cyber security best practices, risks, and preventive measures (Sserwanga et al., 2018). This will empower users to make informed decisions, adopt secure behaviors, and protect themselves against cyber threats.

6. **International Cooperation:** Sub-Saharan African countries should actively participate in international forums, initiatives, and collaborations to benefit from global expertise, resources, and support in addressing cyber security challenges (Forsythe et al., 2020). This will foster cross-border cooperation, knowledge sharing, and mutual assistance in combating cyber threats.

Implementing these recommendations will contribute to strengthening cyber security capabilities in Sub-Saharan Africa, protecting critical infrastructure, fostering economic growth, and ensuring a secure digital environment for individuals, organizations, and governments.

IMPLICATIONS FOR SUB-SAHARAN AFRICA'S GROWTH

The findings of this study on the impact of cyber security on Sub-Saharan Africa's growth have significant implications for the region's socio-economic development.

1. **Economic Resilience:** Enhancing cyber security measures and addressing vulnerabilities can contribute to building a more resilient economy in Sub-Saharan Africa (World Bank, 2020). By protecting critical infrastructure, safeguarding intellectual property, and ensuring secure digital transactions, the region can attract foreign investment, stimulate entrepreneurship, and foster innovation.
2. **Digital Transformation:** Effective cyber security practices are crucial for enabling and sustaining digital transformation efforts in Sub-Saharan Africa (Adepetun, 2019). By creating a secure and trusted digital environment, countries in the region can accelerate the adoption of emerging technologies, such as cloud computing, Internet of Things (IoT), and artificial intelligence (AI), which can drive productivity, efficiency, and competitiveness.
3. **Job Creation:** The development of a robust cyber security ecosystem can generate employment opportunities and promote job creation in Sub-Saharan Africa (UNCTAD, 2017). As organizations prioritize cyber security, there will be a growing demand for skilled professionals in areas such as threat intelligence, incident response, and security operations, leading to the creation of high-quality jobs.
4. **Digital Inclusion:** Enhancing cyber security can contribute to bridging the digital divide and promoting digital inclusion in Sub-Saharan Africa (ITU, 2019). By ensuring the safety and security of online platforms and services, individuals and businesses will feel more confident in engaging in digital

activities, leading to increased access to information, e-commerce opportunities, and financial services.

5. **Governance and Stability:** Cyber security plays a critical role in maintaining political stability and ensuring effective governance in Sub-Saharan Africa (UNDP, 2019). By protecting government systems and critical infrastructure, countries can safeguard national security, protect citizens' privacy, and maintain trust in digital governance processes.

It is essential for policymakers, governments, and stakeholders in Sub-Saharan Africa to prioritize cyber security as a strategic imperative for sustainable development. By investing in cyber security initiatives, promoting public-private partnerships, and implementing comprehensive policies and regulations, the region can unlock its full potential for economic growth, innovation, and social progress.

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CUSTOMERS' PERCEPTION ON QUALITY ON RESTAURANT SERVICES IN ZARIA, KADUNA STATE

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ABSTRACT

This study sought to analyze customers' perception on quality of restaurants services in Zaria. Kaduna State, Nigeria. Gap analysis using the service quality measurement instrument (SERVQUAL) developed by Parasuraman, Zeithaml and Berry (1988) was used to determine the customers' perception in relation to quality of service rendered. Spearman Rank Order Correlation (ρ) and multiple regression analysis were used to assess the relationship between the restaurants' service quality and customers' perception. The analyzed data was presented in tables to represent quantitative findings. The findings revealed that reliability, responsiveness, assurance and empathy dimensions of SERVQUAL influenced the customer perceptions on quality service. The study recommends that restaurants should develop standard operations procedures by investing in employee development as a measure of ensuring coordinated service delivery to address the reliability, responsiveness, apathy and empathy dimension aspect of the perception of the service quality, which the study revealed to be lacking in the service delivery process.

KEY WORDS: *Customers perception, Quality, restaurant services*

INTRODUCTION

The current downpour of economy being experienced all over the world, Zaria, Kaduna State, Nigeria not exceptional, makes it mandatory for goods and service providers to look inward at their customers' preferences and perceptions of services offered to them to purchase in order to sustain their market. Customers are now very conscious and they look out for goods and services providers that provide money worth products and experiences before they make their decisions on what to purchase. The rising cost of food and food service essential commodities in today's market has caused a lot of instant changes in meal prices in restaurants. The restaurants operators need to investigate what impacts more in giving their customers positive experience that the customers' can relate and refer new intending customers through positive words of mouth so that more improvements

can be made in order to sustain the market forces. The objectives of this research are to determine which of the SERVQUAL dimensions has impact on customers' positive perception and also find the relationship of service quality dimensions on customers' perception hence satisfaction of service offered in the restaurants in Zaria, Kaduna State

THEORETICAL AND CONCEPTUAL FRAMEWORK

The theoretical framework of the study adopted the theory of Haywood- Farmer and on the service quality model (Gap model) by Parasuraman, Zeithaml and Berry (1988).

Haywood-Farmer (1988) hypothesized that in order to develop a service quality model, service quality attributes has to be separated into groups. He identified three components of service quality thus; people's behavior, professional judgment and physical facilities and processes. According to the theory a service firm is considered to have high quality when it consistently matches its customer's preferences and expectations. Haywood-Farmer (1988) articulated that service settings should be designed to suit the level of service encounter, labor and the type of service.

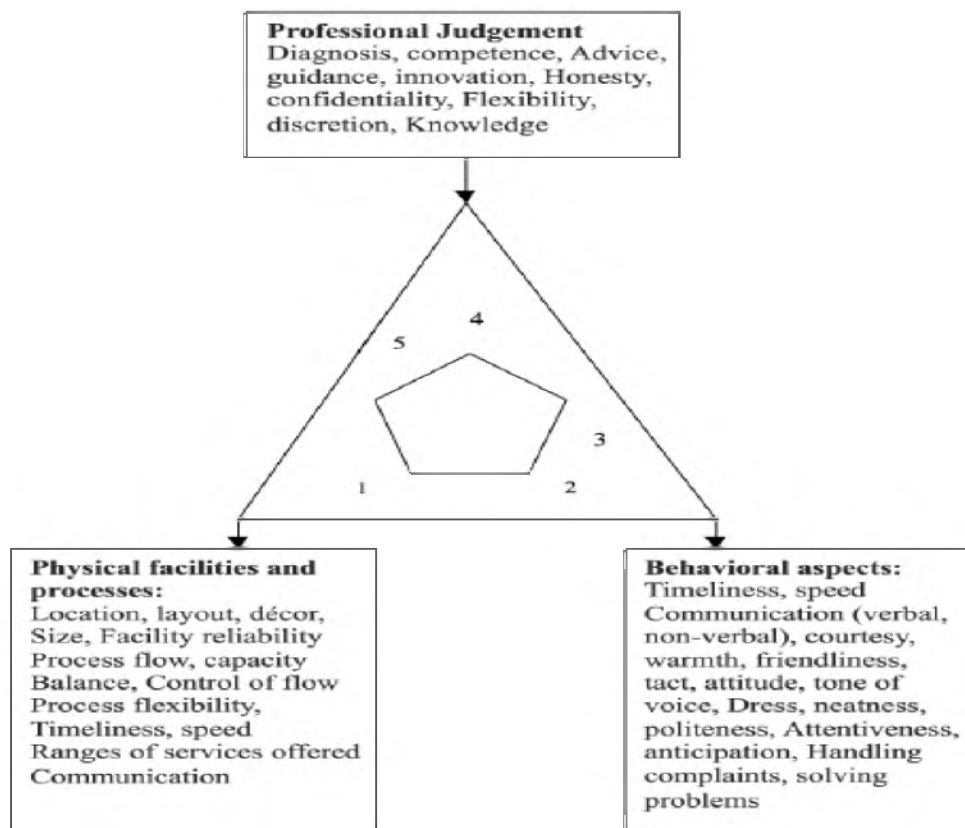


Figure 1.2: Attribute Service Quality Model

Source: Haywood-Farmer (1988)

LITERATURE

Service Quality

Service quality has long been identified by business organizations and researchers as an essential means of increasing customer satisfaction, customer loyalty, lower costs, profitability and also increase in business performance (Voss, Parasuraman and Dhruv 1998). Restaurants operations which is characterized by the sales and service of food and beverages are significant generator of revenue for the hospitality businesses. Hotels in Hong Kong, Taiwan, Thailand and India have reported massive increase in the total hotel revenue emanating from restaurant services. Rao (2014) reported that food and beverage as well as banquet functions have increased hotel revenue by 20 – 25% yearly.

Restaurant services are characterized by high level of expectations of service quality interactions between customers and restaurant staff (Amfani-Joe, Bahago, & Osagede, 2018) 2021). Service quality as explained by Deoni De Toni, Milan, Saciloto and Larentis, (2016) is the customer's overall impression of the relative inferiority or superiority of the organization and its services. Mazumder and Hassan (2014) reiterated that service quality is the factor through which customers can differentiate products and services of one provider from another. They further explained that service as an intangible act that does not result in the ownership of anything tangible to the payer/receiver of the service except memorable experience. Such attributes as exciting dinning environment, good products, services, price, service staff and service encounters as a pre-requisite for customers' satisfaction with food service providers were factors investigated by many researchers (Chan & Li (2020); Mu'azu, Aliyu and Abubakar (2021); Kukoyi and Iwuagwu 2015) to determine whether the factors have positive influence on customer satisfaction of service quality in restaurant operations. Restaurants services are an amalgamation of tangible and intangible products that are consumed at a pre-designed location, Deoni de Toni et al (2016) reiterated that attitude and behaviors' influence perceived quality either negatively or positively (empathy and assurance). Chan and Li (2020) observed that service staff that are neat, attentive, responsive to customer's need, pleasant and have empathy could lead to positive perception of service quality. Mathur and Gupta (2019) measured customer satisfaction in ten restaurants using restaurant attributes of restaurant staff, tips, tangibles convenience and food quality showed restaurant staff, Physical facilities (tangibles) and food quality as ranked to be significant on overall customer satisfaction and the two variables of tips and convenience were also found to be insignificant to customer satisfaction.

Canny (2014), in a study on customer satisfaction in India revealed that there was a significant relationship between food quality, service quality and physical environment in determining customer satisfaction. The study also established that service quality was found to be the most significant followed by food quality and then environment. In the same vein, Aziz, Siti and Koon (2014) observed that customers perceived more satisfaction on food quality than atmospherics or service quality in traditional 'Mamak' restaurants. The correlation between independent variables and customer satisfaction was low depicting that an increase in atmospherics, service quality and food portions will increase customer satisfaction.

Chan and Li (2020) reported that restaurant customers in Macau were more impressed by the empathy, assurance and tangibles aspects of service quality of restaurants which concurs with a research finding by Aliyu and Murtala (2017). The reliability and responsibility performance leaves much to be desired. Idris (2013) applied the SERVQUAL instrument to measure the service quality of artisans in East Northern Nigeria and the study revealed that customers received satisfaction through the tangibles, assurance, responsive and empathy dimensions; the reliability aspect was lacking.

Whilst this is the case, Ho, Lam and Lam (2019), Wang and Mattila (2015) have all noted that environmental elements such as furnishing, temperature, service equipment and eating implements, fragrance and music can have a huge emotional response on customers and they increase perceived customer satisfaction of service quality. Quality food and beverage attributes such as freshness of food, food presentation, temperature, variety of food and innovation are all aspects through which food quality have been associated with (Mu'azu, Aliyu and Abubakar (2021). They also reiterated that food quality can uplift the image of restaurants and that customers use food quality to measure service quality. Mathur and Gupta (2019) and Yu and Sun (2019) agreed with the importance of getting the food to the consumer in the right temperature, freshness, good presentation and variety as this will add up to customer satisfaction with the food service. Aliyu, Maranga and Kariuki (2019) research study on outcomes of outdoor catering services in Nigeria revealed that customers are dissatisfied when portion sizes are inadequate.

Researches on consumer purchase decisions in Malaysia and Pakistan have revealed a new dimension of consumer decision on food service operators' preferences which is the "Halal" (lawful food) in Muslim dominated communities. Research conducted

by Zakari and Abdul (2010), Abdullah et al. (2011) discovered that logos and trademarks might help to remove doubt from customers. This is contrary to Akbar and Alaudeen (2012) study where food quality was the most prioritized over Halal foods and other quality measurement dimensions of service providers.

This study on customers' perception of service quality in restaurants in Zaria used the service quality model, SERVQUAL; also known as the Gap model (service quality model) to address objective of the study. This model was developed by Parasuraman, Zeithaml and Berry (1988). The model has been used extensively in many service industries to rate the extent of gaps of service quality between what customers expect of quality of service received from the providers and what the perceived service offered, after the service by the service provider.

Zeithaml and Bitner (2000) theorized that customers' expectations are beliefs of what they expect a service should be and can therefore be used to judge service received. The SERVQUAL instruments which consist of twenty-two items questionnaire rates service quality of expected service to be received before service commences and the same 22 items are to be rated after services have been received. The difference between the expected service ratings and the perceived service ratings determines the service quality of the service provider. The extent of gap between expected service and perceived service calculated determines the ratings of any aspect of the dimensions illustrated on the model. The Twenty-two items on the questionnaire were grouped (Zeithaml et al. 1990) into five dimensions as illustrated below:

Table 1: SERVQUAL Dimensions

Dimensions	Definitions
Tangibles	Appearance of physical facilities, equipment, personnel and written materials.
Reliability	Ability to perform the promised service dependably and accurately
Responsiveness	Willingness to help customers and provide prompt service
Assurance	Employees' knowledge and courtesy and their ability to inspire trust and confidence.
Empathy	Caring, Easy access, good communication, customer understanding and individual attention given to customers.

Source: Adapted from Zeithaml et al (1990).

The SERVQUAL instrument expectation score (E) if subtracted from the perception score (P) at the end of the service will reveal a gap (either positive or negative) in the service delivery aspects of service providers. From the results obtained, areas can be identified on which necessary actions can be taken in order to adequately satisfy customers' needs and expectations. This study used SERVQUAL model research instrument for measuring service quality expectation and perception to rate customer's satisfaction of the banquet service offered

METHODOLOGY

This study sought to investigate the perception of service quality on customer satisfaction of restaurant services offered in restaurant in Zaria, Kaduna State. The study adopted descriptive research survey design. Quantitative methods were used to collect primary data. Yamane (1969) formula was used to select a sample population of this study. The study targeted a population of 310 dinners/ customers of restaurants. Gap analysis using the service quality measurement instrument (SERVQUAL) developed by Parasuraman, Zeithml and Berry (1988) was used to determine the customer satisfaction in relation to quality of service rendered.

Analyzed data are presented tables as per the objective of the study. The objective of the study was to investigate the perception of services offered to customers on their satisfaction with the restaurant services offered to them in restaurants in Zaria Metropolis. This was done by soliciting information from customers that came to dine at the selected restaurants at the peak period of lunch and dinner services in the selected restaurants. The customers were required to fill in the expectation section of the SERVQUAL instrument prior to entering the food service facility and the perception aspect was done after the dining experience outside the restaurants. The findings are discussed in the sections below.

RESULTS

Perception of Service Quality and Customers Satisfaction using Gap Score Analysis. The purpose of this study was to determine customers' perception of restaurant services offered in Zaria. SERVQUAL Model was used to measure the service quality gap to determine the customer satisfaction on the restaurant services offered to dinners in selected restaurants. The SERVQUAL scale focused on the performance component of the service quality model. The service quality dimension considered in SERVQUAL scale is; tangibility, reliability, responsiveness, assurance and empathy which were used in the study as the basis for service quality and thus perception measurement. The SERVQUAL scale is used to determine customer satisfaction by calculating the disparity between expectation and perception by the customer before and after the service is delivered (Loizos, 2005). The difference between

perception and expectation experiences is referred to as Gap analysis. Service Quality Gap Score Analysis: The study used 22 service quality statements adopted by Parasuraman, Zeithaml and Berry (1988) to determine the customers perceive service quality before and after the service was rendered. Primary data was collected using structured questionnaire that assessed customers' perceptions and expectations on the service quality using a 7-point Likert scale, ranging from "strongly agree" (7) to (1) "strongly disagree". The Service quality was determined by calculating the Gap scores based on the difference (Amfani-Joe, Bahago, & Osagede, 2018) between mean scores for expectation and perception of service delivery. A customer is said to be satisfied with service quality if perception of service received equals or exceeds their expectations (). A negative difference between perception and expectation indicates the customer who is dissatisfied with the service rendered. The analysis entailed calculating the mean scores for each of the 22 customer satisfaction survey statements for both expectation and perception statements. The gap scores for each statement were determined by finding the difference of these means (Perception – Expectations). Further analysis was done to determine average Gap score for each category of service quality component and overall quality service.

	Statement	Perceptions (P)	Expectations (E)	Gap Score (P-E)
(i)	Tangibility			
1	Modern looking banquet dining equipment (plates, cutleries, glassware etc.)	5.71	1.93	3.79
2	Building, signs, dining room, décor, lighting, carpet, etc. visually appealing	5.14	4.07	1.07
3	Staff very neat in uniform and well groomed	3.93	4.07	-0.14
4	Materials such as menu card, serviettes, table clothes very appealing	6.00	3.69	2.31
	Average Gap score for Tangibility	5.2	3.44	1.76
(ii)	Reliability			
5	Banquet service will be timely	3.71	2.21	1.50
6	Staff will solve every problem	3.79	3.00	0.79
7	Performed service right, first time	4.00	1.86	2.14
8	Will provide service at the time it promised to	5.62	6.29	-0.67

	Statement	Perceptions (P)	Expectations (E)	Gap Score (P-E)
9	Will provide error-free service	5.50	6.36	-0.86
	Average Gap score for Reliability	4.52	3.94	0.58
(iii) Responsiveness				
10	Staff will inform us when service will start	5.54	6.29	-0.75
11	Staff will provide prompt service to us	5.07	6.29	-1.21
12	Staff will be willing to help	4.29	5.07	-0.79
13	Staff will not be too busy to respond	3.93	5.14	-1.21
14	Staff will instill confidence in customers	3.79	5.00	-1.21
	Average Gap score for Responsiveness	4.52	5.56	-1.03
(iv) Assurance				
15	Customers will feel safe	3.86	4.79	-0.93
16	Staff will be consistently courteous	3.93	5.00	-1.07
17	Staff will have knowledge to answer all questions	3.79	4.57	-0.79
18	Staff will give individualized attention	3.79	4.79	-1.00
19	Hotel has convenient operating hours	3.79	5.00	-1.21
	Average Gap score for Assurance	3.83	4.83	-1.00
(v) Empathy				
20	Staff will give personal attention	3.21	4.71	-1.50
21	Staff will have customers at heart	3.79	5.07	-1.29
22	Staff will understand specific needs of customers	5.21	6.00	-0.79
	Average Gap score for Empathy	4.07	5.26	-1.19

Key: Gap mean score = mean perception – mean expectations

From the Gap analysis on customers' perception, it was established that there were mixed responses on the customers perceived satisfaction among the dinners. This was so because Tangibility and Reliability registered a positive Gap analysis scores of 1.76 and 0.58 an indicator of positive perception of service quality on the customers on these two-dimension services assessed. However, the dinners did not perceive service quality with the Responsiveness, Assurance and Empathy dimension services as they all registered negative Gap scores. These revelations could be attributed to

the fact that service encounter experienced from the restaurant staff after the service was rendered, was below the expectations of the dinners.

MULTIPLE REGRESSION ANALYSIS TO INVESTIGATE EFFECT OF SERVQUAL MODEL ON DINNERS PERCEPTION OF RESTAURANT SERVICE.

Multiple regression analysis was conducted to determine relationship between service quality dimensions of SERVQUAL model that affected customers' perception and thus satisfaction with the restaurant service offered to the dinners. This was done using multiple regression technique. Multiple regression analysis was used to determine how one variable was affected by variations in two or more independent variables. The corresponding model was set as:

$$y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots\dots\dots + \beta_nx_n + e$$

Where

y = Dependent variable (customer satisfaction with restaurants services)

β_i = coefficients to be estimated

x_i = independent variables

Where

X_1 - Responsiveness

X_2 - Tangibility

X_3 - Reliability

X_4 - Empathy

X_5 - Assurance

The regression model hypothesized that SERVQUAL dimensions (tangibility, reliability, responsiveness, assurance and empathy) were accountable for changes in customer satisfaction. The regression output is presented in Table 2 and 3

Model	R	Adjusted R Square	Std. Error Change Statistics						Sig.
			of the R Square	Change	F	Change	df1	df2	
Model R	Square	R Square	Estimate	Change	Change	Change	df1	df2	Change
1	.887 ^a	.787	.782	6.76923	.787	177.085	5	240	.000
a. Predictors: (Constant), Assurance, Tangibility, Empathy, Reliability, Responsiveness									

As shown in Table 2, responsiveness, empathy, tangibility, assurance, reliability accounts for 78.2% (R Square = .787) of the variation in customers' perception and hence satisfaction with the restaurant services offered to the dinners. Further analysis is discussed in the output of Table 3.

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	108.312	2.801			38.667	.000*
Responsiveness	-1.961	.660	-.120		-2.969	.003*
Tangibility	-.598	.474	-.047		-1.261	.208
Reliability	-5.023	.596	-.333		-8.425	.000*
Empathy	-6.293	.568	-.375		-11.088	.000*
Assurance	-5.649	.620	-.319		-9.109	.000*

a. Dependent Variable: Customer Satisfaction

P < 0.05* indicate significance

The analysis in Table 3 on the significance of the service quality dimensions of SERVQUAL model indicated that other than tangibility the rest (responsiveness, reliability, empathy and assurance) were all significant (P < 0.05). c satisfaction.

The Beta analysis in Table 3 indicates that a decrease in responsiveness, reliability, empathy and assurance by one unit would decrease customers' perception of satisfaction of the services being offered. The beta coefficients are negative (the sign designates the nature of the relationship). The above findings imply that customer satisfaction is directly related to the input on each of the service quality dimensions. This means that SERVQUAL dimensions and customer satisfaction move in the same direction; thus indicating that a decrease in SERVQUAL dimensions leads to a decrease in customers' perception of service quality satisfaction. Tangibility dimension was found to have insignificant relationship (p-value > 0.05) with customers' perception of service quality, indicating that customer perceived satisfaction is beyond what customers can see and touch in the restaurants.

FINDINGS

From the GAP analysis results above, the dinners did not perceive service quality with the Responsiveness, Assurance and Empathy dimension services as they all registered negative Gap scores, as service encounter experienced from the restaurant staff after the service was rendered, was below the expectations of the dinners, this study concurs with the study findings of Aliyu and Murtala (2017). The multiple regression analysis also revealed that responsiveness, empathy, tangibility, assurance, reliability accounts for 78.2% ($R^2 = .787$) of the variation in customers' perception and hence satisfaction with the restaurant services offered to the dinners. Service quality dimensions of SERVQUAL model indicated that other than tangibility the rest (responsiveness, reliability, empathy and assurance) were all significant ($P < 0.05$) to the customers' perception of service quality. This implies that customer satisfaction is directly related to the input on each of the service quality dimensions. This means that SERVQUAL dimensions and customer satisfaction move in the same direction; thus indicating that a decrease in SERVQUAL dimensions leads to a decrease in customers' perception of service quality perception. Tangibility dimension was found to have insignificant relationship ($p\text{-value} > 0.05$) with customers' perception of service quality, indicating that customer perceived satisfaction is beyond what customers can see and touch in the restaurants.

CONCLUSION

From the findings of the study, the researchers conclude that restaurants operators and prospective investors should invest more on the appearance, facilities, human resource development, and customer care among others which will translate into higher customers' positive perception of service quality. These findings agree with study findings by Mathur and Gupta (2019) and Aliyu and Murtala (2017) who noted that hotels and restaurants that invest a lot on décor, customer care, guest relations enjoy greater customers' patronage and customers' satisfaction.

RECOMMENDATION

The study recommends that restaurants should develop standard operations procedures as a measure of ensuring coordinated service delivery to address the negative reliability, responsiveness, apathy and empathy perception dimension aspect of the service quality which the study revealed to be lacking in the service delivery process.

RECOMMENDATION FOR FURTHER STUDIES

The study also recommends further investigations on the service encounter between the service staff and the restaurant customers' in Zaria.

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E-GOVERNANCE AND IMPROVED SERVICE DELIVERY IN NIGERIA

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ABSTRACT

The study examine e-governance and improved public service delivery in Nigeria, it is a modest attempt to elicit attention of Nigeria public service on the need to leverage on the emerging technologies to serve the public better. Emerging technologies, brought by the increased study of science and technology via software and hardware experimentation have reduced the burden and the debilitating effects of trial and error in public service delivery in the world, especially towards the end of 20th century to date. The study is driven by such objectives as assessing delivery in some aspect of government responsibilities such as education and learning, health, finances among others through the application of e-governance in government institutions. The method of data collection is the secondary source. This stems from processed data, literature, documentary, reports and other relevant materials that have direct bearing on the study. The collected data were organized in a logical order for proper understanding and processing. Data were analyzed through the use of content analysis technique. The study however revealed that improved public services are delivered through electronic means, this has facilitated smooth, speedy, transparent, accountable and effective service delivery in some government organizations. It was therefore recommended that government need to put more emphasis on training of public servant in ICT and it related packages which is vital for effectiveness, openness and full participation of citizens in governmental affairs through the instrumentality of information and communication technology for improved service delivery.

Keynote: E-governance, Public service, Service delivery and Nigeria

INTRODUCTION

With the revolution of information and communication technology (ICT) in the 21st century as a result of influence of globalization and new public management paradigm, has imparted on various aspects of administrative activities in modern organization whether public or private. Organization experience new and easy methods of administering that in quite efficient than the traditional methods which includes the cumbersome and tedious process of Weberian model, characterized by hierarchy, division of labour, strict rule and regulations, specialization of task among others. With the advent of information and communication technology (ICT) in carrying out of administrative activities within organization and the delivery of services, E governance has made the activities of government more accessible, quick and transparent to government. Jahun, Salisu & Mudi, (2022) agrees with this view that e-governance in a paradigm shift that ensures participation in public policy process and procedures through the instrumentality of electronics devices and internet. While Davies (2008) points out that the e-governance drive was given a big boost in the early 1990s following the reinventing government movement in America. This movement advocated for paradigm shift from a government that was dogged with red tape to a more innovative, enterprising, catalytic, client, goal and result oriented. E-governance via the use of ICT is commonly use in public sector which in the private sector is known as a e-commerce as the case maybe (Umaru, 2019).

In agreement with the social contract theory by Thomas Hobbes and John Locks, the government came into existence in order to provide services to the citizens and government all over the world exist to deliver public services to the people that will further improve the standard of living. This is performed through the formulation and implementation of public polices, since public services are provided through the interaction of various Ministries, Departments and Agencies (MDAs) of government, even though the environment has effect on its operations. Sadhi (2016) states that for the delivering of public services, the interactions between government agencies/bodies and the citizens take place in a government department or an administrative institutions. Public service delivering in the way and manner the public sector (government ministries, department & agencies) delivers goods and services to the public and in a manner that must not hurt the interest of both the government and the citizens.

However, with the introduction and adoption of e-governance in electronic government, technologically driven change was accelerated. The use of ICT by distributing computers system, internet linkages and database all lead to reconceptualization of the way bureaucracy work (Mutullah, 2014). In recent times, the Nigerian public service began to adopt the e-governance policy option as the panacea for the backwardness and decay that are often seen in the public sectors (Obodo, 2018). And this is traceable to the Nigerian National Information Technology (NNIT) policy of the year 2000 and the essence of the policy was to make Nigeria an information Technology (IT) friendly country in Africa and a key player in the information society; thereby using IT for creation of wealth, poverty alleviation, job creation, governance, wealth, agriculture (NITP, 2000, Abasilim and Edet, 2015). But the challenges hindering this development are not farfetched. The poor approach and attitude toward the purchase and deployment of new technologies in Nigeria public service has left the system and the tax payers far short of precision guided service delivering capable of boasting good standard of living .(Nnaeto,2017)

E-governance is basically the application of electronic tool to control the activities of government in a simple, ethical, accountable, transparent and efficient manner in order to achieve predetermine objectives (Thabit and Yaser, 2019). This entails using electronic gadgets or devices to provide services to the citizens and for them to make feedback to government easily .Ojo (2014) assessed the features of e-governance which includes online discussion, e-letters, chat rooms, e-meetings, for cross agencies and department, online survey of government activities, e-voting, e-exams, e-library, e-learning among others. Using ICT facilities to promote effective and efficient public service delivering many developing countries have queued in the application of e- governance and Nigeria is no exception. In Nigeria, despite the trend, its application faces certain challenges, this is evidence in the way and manner public services are delivered over the years by the public sector. The nature of services which are poorly delivered is becoming alarming. The study is driven by such objectives as assessing delivery in some aspect of government responsibilities such as education and learning, health, finances among others in Nigeria.

LITERATURE REVIEW

Concept of E-Governance

E-governance have been defined from different understanding of the concept. Farelo and Maris (2012). View it as about participatory governance and thus transforming government to be more citizen-centered. Hafkin (2009) defined e-governance as the

use of ICT to promote more efficient and effective government, facilitate the possibility at government services, allow far great public access to information and make government more accountable to citizens. Umaru (2019) further refer e-governance to the delivery of national or local government information and services via the internet or digital means to citizens or businesses or other government agencies. It facilitates the provision of relevant government information in electronic form to the citizen in timely manner. Therefore e-governance is the use of ICT to provide effective public services to citizens through the use of electronic sets like computers, internet and data. E-governance entails the digitalized coding, processing, storage and distribution of data relating to three key aspects of governing societies the representative and regulation of social actors, the delivery of public services and the generation and circulation of official (Coleman, 2008). It is the information and communication technology platforms and the applications use through the internet for delivery at government information and services to citizens.

It provides quality services in several ways. Those ways are also called types of e-governance. These are mentioned below-

- a. G2C (Government to Citizen)
- b. G2G (Government to Government)
- c. G2B (Government to Business)
- d. G2E (Government to Employee)

a. G2C (Government to Citizen)

As people are the key concept of politics and government as well as governance, the government. Is compelled to connect with citizens through a transparent and accountable order. In this connection, the government is responsible for promoting social opportunities and public services in the field of-

- i. Transportation (Registration of motor vehicles, Issue of driving licenses, Issue of plying permissions, Tax and fee collection through cash and bank challans and control of pollution, etc.),
- ii. Hospitals (linking various hospitals in different parts of the country to ensure better medical services to citizens),
- iii. Education (availability of the e-learning modules to the citizens, right to education), On-line job portal and various customer services.

- iv. It also ensures services such as the issuing of certificates, job cards, passports, ration cards, payments of bills, and filing taxes from the doorstep through the e-governance platform. The main objectives of the G2C services are to ensure equitable distribution of information for all, acceptance of citizens' feedback, and improve welfare services.

b. G2G (Government to Government)

G2G has been referring to raising the quality of the government process by cost-cutting, managing performance, and making strategic connections within the government. It enables government institutions to be more efficient and more effective through the use of IT tools such as-

- i. Live fingerprints scanning and verification,
- ii. Electronic entry of reports and paperwork etc.

The major key areas in this type of e-governance are

- i. E-Secretariat (all the valuable information regarding the function of the government is interlinked throughout the various departments),
- ii. E-Police (police personnel records, criminal records, etc), and
- iii. E-Court (creating a database of all the previous cases, pending and ongoing cases) and Statewide Networks (Kumar: 2011).

c. G2B (Government to Business)

G2B is mainly concerned with these things-

- i. E-taxation,
- ii. Getting a license from the government etc.
- iii. Secure Electronic Transactions.

It has included the policy of the government with business. According to S.P Kumar, 'the essentials for the achievement of G2B services for secure and authentic transactions include Standards for electronic transactions, a secure payment mechanism, and Public key infrastructure' (Kumar: 2011).

d. G2E (Government to Employee)

The G2E model refers to providing information and services from the government to employees and employee to the government as well. It involves training through-

- i. e-learning methods;
- ii. Consolidating the employee and

- iii. Share of knowledge among the employees.

It has also facilitated the employee to access information regarding pay and benefits policies and manage their profits through online. Through ICT “new forms of dialogue and collaboration among public, private and civil society organizations enhance transparency and accountability that can create conditions of fair and open while expanding access so that everyone can participate and benefit from today’s knowledge-based economy” (Bhattacharya: 2013).

The use of ICT in all aspects of governance can remove irrelevant human involvement in the processes of service delivery from the government to the citizens. Hence, ICT has been promoting good governance by increasing transparency, and accountability in public sectors. It helps to foster the process of decision-making and public participation and reinforces fare delivery of goods and services to the people.

In this context, ICT developed the process of the assurance of the citizen’s right to information and functions. Government sectors/institutions had been providing information related to their accomplishments, achievements, programs, and plans through their websites or e-platform to the citizens. Citizens also can send feedback or query on any plans, or programs that are mostly affected by them from their homes using the ICT tools. Through the online process, people can easily upload and download forms, file taxes, do financial transactions through e-banking services, get jobs through different online job portals, etc.

BENEFITS OF E-GOVERNANCE

World Bank (2016) highlighted the benefits of e-governance as follows;

- i. E-governance facilitate the circulation and implementation programmers
- ii. Facilitation of flow of information from government to the citizen
- iii. Increase transparency and accountability which has resulted in drastic reduction in corruption.
- iv. Improves efficiency by reducing bureaucratic bottle neck experience in government operations.
- v. Sustains the security of homes and properties of citizens to a large extent.
- vi. Improves services delivery especially through the interdepartmental exchange of information and the merging of related agencies and ministries.
- vii. Reduce the cost of transaction, manpower, time and space needed for good governance.

- viii. Strengthen government ability to deliver services and expand citizen's participation in governance.
- ix. Helps in achieving Development especially in relative to government operations by introduction new concept of e-governance.
- x. Reduces corruption by promotions transparency, opening, government data to public scrutiny and by automating government process, restricting discretion of officials and limiting citizens interactions with gate keepers to access key services.

PUBLIC SERVICES DELIVERY

Public services means these services provided by the government whether federal, states and local government to public answers (2016) states that public service are those services provided by government (local, Municipal or Local scale) to the public. The need for services that benefits all by their presence, is one justification for taxation. The government has a vital role in delivery of wide range at public services that will improve on the life of it citizenry, because the public sector is the domain of government activities. The 1999 constitution of the Federal Republic of Nigeria as amended defines public services to mean the service of the state in any capacity in respective of government of the state and include services as; clerk of the House of Assembly, members of staff of high court, the shariah court of appeal, the customary court of appeal or other courts established for state by constitution or by law of house of assembly.

Member of staff of any commission or authority established for the state by this constitution or by law of a house of assembly. Staff at any local government council, staff of any statutory institution or corporation established by law of House of Assembly, staff of any educational institution established or finance principally by a government of a state, and staff of any company or enterprise in which the government of a state or its agency holds controlling shares or interest. From this point of view public services can be understood to mean all the services that encompasses and encapsulate the staff of all government institutions such as the military, paramilitary, police servicing politicians, public servants and civil servant operating within the broader scope of government activities.

Public services delivery simply means the services provided by the government to it citizens in fulfillment of it constitutional responsibilities. These services as obliged to be performed has to be provided in a satisfactory manner, be it utility, infrastructure, communications, health, education etc, that will not only increase well-being but also

serves as an input for aggregate production. It is also refers to as the extent to which the services provided by the public sectors meet or exceed the expectations of the citizens or general public.

E-Governance and Improved Service Delivery

Government of any country has shown concern on how to provide reasonable public services to the people, since they are entitled to without restriction accessible public services that will improve their standard of living. These has to be quality services that will improve all sector of the society and further makes the economy healthy. The major challenge confronting government anywhere in the world is not only to make public services functional, effective, efficient and flexible to the people, but rather making it result oriented, capable rendering services to the people. In Nigeria, challenges like inequitable access, poor quality of public services and weak governance remains unresolved because the government shows little attention to the processes and mechanism of public services delivery, which make efficiency and effectiveness in large bureaucracy increasingly unsatisfactory.

However, efforts has been made forward using ICT an important tool for empowerment of public institutions for public services delivery improvement. This is because of the potential of ICT to enhance consultation, openness, information, transparency, participation, accountability, availability, timeliness and convenience all which have been identified as the key components of public service delivery (OECD, 1996). E-governance operations within the public sector is aimed at improving the delivery of public services through providing documents online e.g. birth certificate, driving license etc obtaining information , electronic filing system, making online payment, e-procurement system, electronic memo, electronic application submission and approval (e.g. Annual leave, Sick leave etc.). person to person and person to group communication via electronic message system, teleconferencing service, e-participation by making citizens to express their opinion on different issue and host of other activate via the world wide web (Olson & Lucas, 1982). The use of ICT especially the internet to enhance the provision of information and interactive and accessible services on different channels, is thus the foundation of administration. The following critical sectors have applied e-governance for effective service delivery in Nigeria.

Education: The application of ICT in the education sector has a lot of advantages both to the government and citizens. Theses ranges from information about education policy of government, to institution advertisement, admission, registration

processes, learning software, e-learning, e-library, information sharing and communication between the teachers learners et.c.

Health: The application of ICT in the health sector provide easy access to information of health concern. Booking, referral digitalization of patient history, communication between the health personnel and patient, e-training, tele health among others.

Finance: The ICT is used in the payment of public servant through IPPIS (Integrated Payroll and Personnel Information System) to fast track the payment of salaries and also the transaction of funds to government single treasury single account through electronic means etc.

CHALLENGES TO E-GOVERNANCE DELIVERY OF PUBLIC SERVICES

There many challenges that slow down the progress achieving the promise of e-governance Obodo & Anigbata (2018). Identified these challenges as follows:

- i. **Information and Communication Technology infrastructure:** The Nigerian public sector lack the basic infrastructure that would facilitate the operation of e-governance among its various ministries, departments and agencies. Such as internet infrastructure, constant electricity among others.
- ii. **Privacy Issues:** Privacy and security are critical challenges in the implementation of e-governance, these has to do with information protection guarantee and the government that supposed to ensure citizens' rights with regard to privacy, processing and collecting it data for legitimate purpose only are granted most of its information and data are confidential.
- iii. **Lack of qualified Personnel and Training:** The public sector lack qualified and trained personnel to handle the digitalization of the public sectors in Nigeria. This affect the operation of e-governance in the public sector, because of poor computer knowledge nd techniques.
- iv. **Lack of Partnership and Collaboration:** The public sector need to go global and collaborate with other countries of the world, to see themselves as partners in progress, must especially the advanced countries of the world in order to strive in this digital era.
- v. **Lack of political will on the part of the government:** Up till now the public sector has not been stream line into the global web page as important document are still lying offline, in official files in various offices, including top secrets. The government need to master courage or strong political will by the political leadership etc.

THEORETICAL FRAMEWORK

Several models of e-governance have been proposed in the literature, providing a framework for understanding the different stages of e-governance adoption and the various dimensions of e-governance, such as technology, organisational structure, and policy. Among these models are the stage models (Layne & Lee, 2001), and the cube model (Siau & Long, 2005), the Gartner model (Gartner, 2000). For the purpose of this study the Gartner model was adopted. The stage models of e-governance, as proposed by Layne and Lee (2001), describe a sequential progression through four stages of development: cataloguing, transaction, vertical integration, and horizontal integration. These stages represent the increasing complexity of e-government services, starting from merely providing information to citizens and progressing towards fully integrated, cross-agency services that facilitate seamless transactions and interactions.

The cube model, developed by Siau and Long (2005), provides a more comprehensive framework for analysing e-governance by considering three dimensions: the stakeholders involved (e.g., citizens, businesses, government agencies), the functions provided by e-government services (e.g., information dissemination, transaction processing), and the technological infrastructure that supports these services (e.g., Networks, databases, applications). This model highlights the multifaceted nature of e-governance and the importance of taking a broad view of its implementation and evaluation. These models provide valuable insights for policymakers and practitioners seeking to develop, implement, and assess governance initiatives. By understanding the stages and dimensions of e-governance, governments can more effectively plan and prioritise their efforts to harness the potential of delivering efficient, transparent, and accountable public services.

The Gartner model (Gartner, 2000) is another widely cited e-governance model, which identifies four phases in the evolution of e-government services: presence, interaction, transaction, and transformation. According to Gartner, e-governance will mature according to the four-phase e-governance maturity model.

Phase i: Information Presence

In the first phase, e-Governance means, publication of information on the web, providing the public (G2C&G2B) with relevant information. The government information is available to the public electronically and is visible 24x7x365 days a year; processes are described and become more transparent, which improves democracy and service.

Phase ii: interaction- intake process

In the second phase, the interaction Phase offers simple interaction between the government and the citizen (G2C), government to business (G2B) or government agency to government agency (G2G). interaction stage websites provided e-mail contact and interactives forms that generate informational response. Application intake can be done online round the clock, which normally would only have been possible at a counter during opening hours.

Phase iii: Transaction- complete Transaction

With stage three the complexity of is increasing, complete transaction can be done without going to an office as fee paying for services/ renewals can be done online, or submitting bids for procurement contracts. Example of online is like filling online admission form, examination forms, visa and passport.

Phase iv: Transformation- integration and organisational changes

The fourth phase is clearly aligned with the concept of e-governance involves a reinvention on how government functions are conceived and organised. In this phase cost saving, efficiency, accountability and customer satisfaction are reaching highest possible level.

E-governance at University of Maiduguri: Bringing Efficiency and Accountability

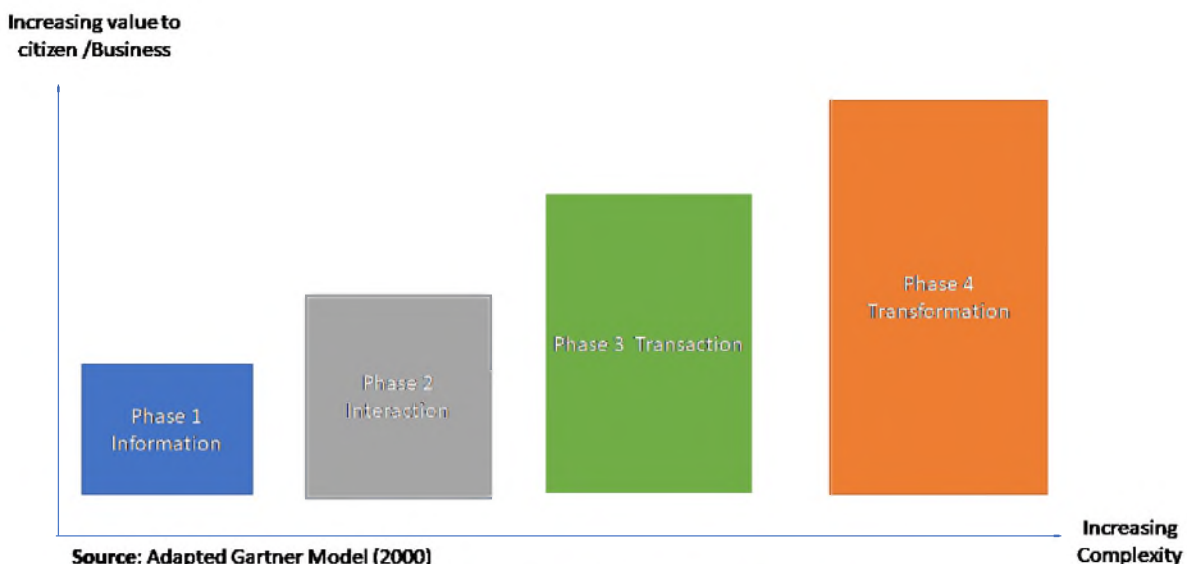


Fig. 1: E-Governance Maturity Model (Ganter, 2000)

The Gartner e-governance model was adopted for this study because it provides valuable insights for policy makers and practitioners seeking to develop, implement, and assess e-governance initiatives. By using the stages and dimensions of e-

governance, government and public institutions can scan more effectively, plans and priors to harness the potential of ICT in delivering efficient, transparent, and accountable public services.

INTERACTIVE-SERVICE MODEL / G2C2G:

Interactive-service system of government can also be referred to as Government to Citizen to Government model. This model is a consolidation of different E-governance models and allows direct participation of persons in the digital governance process. ICT is used in this model to incorporate all people within a knowledge network thus enabling interactive communication media within them. G2C2G entirely includes the potential of ICT and use it for greater transparency and efficiency, and participation in government functions as well as saving time and cost related to the decision- making process. Citizens can access all services of the government through this model since it creates a channel in functions such as government procurements, sharing of concerns, filling of tax returns just to mention a few.

METHODOLOGY

Being a qualitative study, the method of data collection remains the secondary source. This stems from processed data, literature, documentary, reports and other relevant materials that have direct bearing on the study. The collected data were organized in a logical order for proper understanding and processing. Data was analyzed through the use of content analysis technique.

CONCLUSION AND RECOMMENDATIONS

E-governance through ICT is the answers to global call for paradigm shift from analogue to digitalization of undertaking government work. To the extent that e-governance has been put to use in the Nigerian public service to ensure effective delivery of public services. This is evidence in its application in the education, health, payment of salaries, among others. In which public services are delivered through electronic means. This has facilitated smooth, speedy, transparent, accountable and effective service delivery. It was therefore recommended that the need for training of public servant in ICT and it related packages and the government should have strong political will to ensure the maintenance of privacy right with a policy and use of ICT in delivery government business.

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WORKPLACE DIVERSITY AND EMPLOYEE INCLUSION IN FEDERAL POLYTECHNIC, MUBI

BY

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ABSTRACT

This study conducted at Federal Polytechnic, Mubi, examines the influence of Workplace Diversity on Employee Inclusion among the academic staff population. The study adopts a survey research design, sample size of 243 respondents was determined using Taro Yamane's method. Structured questionnaire with a five-point Likert scale was employed for data collection, and multiple regression analyses conducted using SPSS v.22. The study tested several hypotheses relating to the Workplace Diversity Inventory (WDI) which constitutes the predictor variable and work place felt inclusion which is the outcome variable and the regression analysis identifies Organizational Justice and Identity as positive predictors of inclusion. Schemas also contribute significantly, while Diversity Climate, Values, and Communication show no significant relationships. The model is overall significant, explaining 41.3% of variance. Recommendations include prioritizing justice, identity, and cognitive schemas, emphasizing employee feedback for an inclusive workplace, and ongoing strategy evaluation and adaptation.

Key words: *Diversity, workplace inclusion, Diversity Climate, Organizational Justice, identity, Values, Schemas, Communication*

INTRODUCTION

Global demographic trends and forecasts worldwide of increasing diversity in the workforce underscore the importance of examining approaches to improving workplace inclusion (Shore, Cleveland, Sanchez, 2018). This shift in focus can be attributed to the growing recognition of the inherent challenges and advantages of

diversity leading practitioners and scholars to actively seek ways to foster inclusivity and leverage the advantages of a diverse workforce. In contrast with that of previous generations, today's workforce is more heterogeneous in terms of many social categories (e.g., age, gender, ethnicity, national origin) and research suggests that this trend will continue into the future (Judy & D'Amico, 1997). The reality of today's increasingly diverse workforce creates a vital need to appreciate and value differences in order to work more effectively with people from diverse groups and varied backgrounds.

The urgency of addressing workplace diversity is evidenced by the fact that explicit, as well as covert, forms of prejudice have been shown to influence hiring decisions (Dovidio & Gaertner, 2000), and workplace discrimination has continued to increase (U.S. Equal Employment Opportunity Commission [EEOC], 2010), in spite of greater awareness, increased training, and more social condemnation of the issue. There is a social and moral imperative to build diverse and inclusive working environments.

Achieving a diverse workforce is, for many public organizations, a central theme based on expected outcomes that diversity could bring. Notably, from a representative bureaucracy perspective, workforce diversity can enhance an organization's legitimacy and responsiveness to a diversifying society and, therefore, instigated many diversity management efforts in public organizations (Andrews et al., 2005; Groeneveld & Van de Walle, 2010; Pitts et al., 2010). Recent studies have however revealed that simply enhancing the representation of more diverse employees is not enough though. To fully tap into the intended outcomes of diversity, organizations need to focus on fostering workplace inclusion (Mor Barak et al., 2016; Shore et al., 2018).

The need for careful attention to inclusion becomes even more important when examined in the context of a diverse and heterogeneous society like Nigeria. Nigeria provides an interesting and useful context to explore equality, diversity and inclusion policy and practice. The country is characterized by unusually high levels of diversities, and is ranked among the five most diverse populations in the world (SHRM, 2009) with three major ethnic groups and 250–400 different ethno-linguistic groups, with an almost equal number of Muslims and Christians; it has one of the world's youngest populations (a median age of 17.9) (Adeleye et al., 2014). Interestingly, Nigeria ranks poorly on several dimensions of inclusion, including social and government inclusion (SHRM, 2009). The national anti-discrimination legal

framework is weak, which provides organizations with sufficient managerial autonomy on diversity-related issues (Adeleye et al., 2012). Our aim is to understand how this somewhat unique context of high diversity can be leveraged to foster inclusion in public institutions.

While the literature underscores the importance of diversity management in achieving inclusive environment, there exists a noticeable gap in research specific to individual experiences of inclusion within educational settings. Researches seem to focus attention on organizational (Hope Pelled et al., 1999; Mor Barak & Cherin, 1998; Nishii, 2013; Sabharwal, 2014) and group dimensions of inclusion (Chung et al., 2020; Jansen et al., 2014), less focused on the individual psychological experience of inclusion or employee felt inclusion (Buengeler et al., 2018; Sims et al., 2019). The lack of understanding about the psychological mechanisms that create a sense of inclusion, conceptualized at the individual level as a balance of belongingness and uniqueness or authenticity (Jansen et al., 2014; Shore et al., 2011), makes it challenging to link practices to perceptions of inclusion (Slepian & Jacoby-Senghor, 2020). Leaders (heads of units, departments, and schools) are expected to manage diversity through professional and/or administrative practices within institutions in order to create felt inclusion for employees instead of empowering individual employees to develop a sense of inclusion in the workplace for themselves and others (Buengeler et al., 2018; Slepian & Jacoby-Senghor, 2020; Smith, 2020). This study aims to fill this void by concentrating on the psychological perceptions of inclusion to advance insight into the unique experiences that drive the sense of belonging and uniqueness/authenticity for academic staff to feel included as an outcome of the diversity management practices of the leadership and management of the Polytechnic institution.

In this study, we propose directing attention to employees' inclusion as an outcome of diversity practice. While fairness typically addresses the objective reality of specific, often marginalized, groups (e.g., gender, race), prioritizing inclusion (Nishii, 2013) highlights how individuals, including both minorities and majorities, feel they can authentically express their uniqueness (Veestraeten, 2016). By emphasizing inclusion, both minority and majority employees benefit from diversity practices. Therefore, we contend that to assess the efficacy of diversity practices in diverse work environments, the focus should extend beyond bias elimination and fairness to encompass overall employee inclusion.

LITERATURE REVIEW

Diversity

The term "diversity" is pervasive and exhibits a multitude of interpretations (Dass & Parker, 1999). Mor Barak (2011) presents a typology featuring thirty definitions of diversity crafted by scholars between 1991 and 2010. Authors have extensively deliberated on diversity, addressing phenomena at the individual, team, and organizational levels, frequently employing various names and conceptualizations for this multifaceted concept.

Thomas (2005) contends that diversity encompasses individual distinctions that hold social and historical significance, leading to variations in power and privilege both within and outside organizational contexts. Looking at the concept within the context of the work place, Crosby and Stockdale (2004) defines it as "those in which the people who work together differ along the dimensions that society has deemed important"

Morbarak (2011) developed the following definition of global workforce diversity: "Workforce diversity refers to the division of the workforce into distinctive categories that; (a) have a perceived commonality within a given cultural or national context and that (b) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects—irrespective of job-related skills and qualifications. This definition is broader in context and also highlights critical consequences of social categorization and pointing out there effects on important workplace outcomes. It takes care of the constraint of wide conceptualization of diversity that include inconsequential characteristics.

As per the Corporate Leadership Council (2012), workforce diversity is characterized as the combined blend of distinctions and similarities encompassing individual and organizational traits, along with associated values, beliefs, experiences, backgrounds, preferences, and behavior. Taylor, (2011), describes the degree of heterogienity among employees by delineated the social categories in his study to include ethnicity, race, national origin, culture, gender, gender identity, sexual orientation, religion/faith, socioeconomic status, disability and age.

This social categorizations in a diverse workforce need to be effectively managed in such a way that it engender inclusiveness and downplays discrimination, promote belongingness and uniqueness.

TAXONOMY OF DIVERSITY

The examination of diversity in literature has contributed to formulating an initial conceptual framework outlining the constructs that define diverse organizations. From the literature on the Workplace Diversity Inventory (WDI) by Taylor (2011), six diversity surrogates were recognized for the purpose of this study; Diversity climate, Identity, Values, Schemas, Communication, and Organizational Justice.

1. **Identity:** Identity in the workplace pertains to how individuals perceive, feel, and behave concerning their affiliations with in-groups or out-groups. It involves the social categories and membership's individuals identify with, influencing their perceptions, emotions, and behaviors within both intra-group and inter-group dynamics. Identity significantly influences individuals' perceptions of in-groups and out-groups, shaping their emotions and behaviors (Hogg & Terry, 2000; Turner, 1981). This impact extends to both intra-group and inter-group dynamics in the workplace, influencing feelings and relations (Hogg & Terry, 2000; Messick & Mackie, 1989).

In the context of workplace diversity, Identity is defined as the extent to which individuals perceive, feel, and behave as if they are included or excluded from in-groups in a diverse work setting.

2. **Values:** this indicate the degree to which an individual's core principles shape their views on appropriate identity, preferences, beliefs, and behaviors within a diverse workplace. These values can influence attitudes towards individuals from diverse backgrounds and social identity groups (Mork Barak, 2011). Differences in values have significant implications for organizational diversity outcomes (Harvey & Allard, 2005; House et al., 2004; Markus & Kitayama, 1991).

In a diverse workplace, negative value dynamics arise when members of one group show intolerance for the cultural differences of those outside their group. This intolerance, coupled with conformity pressures, may hinder the realization of the benefits of diversity in the workplace (Adler and Gunderson, 2008).

3. **Schemas:** In the workplace diversity framework, Schemas refer to cognitive structure that help individuals organize and interpret information in diverse work settings. It includes stereotypes, mental maps, and behavioral scripts guiding interactions with in-group and out-group members (Cox, 2001; Dunning & Sherman, 1997; James et al., 1994; Schaller, 1991). Schemas provide a mental framework influenced by social, cultural, and political factors, such as encounters with others, projected media images, cultural norms of tolerance, partial truths, and contextual variables informed by current events. These perceptions are often inaccurate and offensive when applied to individuals or groups, justifying actions that may be harmful or immoral (Bar-Tal, 1997, Tavris & Aronson, 2007).
4. **Communication:** Communication, at its core, involves using symbols like words, tone, gestures, or objects to convey meaning (Mor Barak, 2011). In today's diverse global workplaces, communication has become largely cross-cultural. When people from different cultures and backgrounds communicate in work settings, they face challenges such as overcoming language barriers, navigating differences in communication styles, nonverbal cues, and addressing variations in language and cultural fluency (Mor Barak, 2011; Harvey & Allard, 2005).

Nonverbal communication, encompassing body language and object use, such as clothing, often conveys trust and respect more than verbal communication (Mor Barak, 2011). Language fluency and cultural fluency differ; the former is linguistic mastery, while the latter is the ability to navigate between two cultures, exchanging messages to ensure consistent understanding between the sender and receiver, (Glazier, 2003; Molinsky, 2005; Scott, 1999, quoted in Mor Barak, 2011, p.206).

Effective cross-cultural communication enhances understanding and collaboration, enabling individuals to navigate diverse interactions and organizational functions (Alder & Gunderson, 2008). Miscommunication arises when the intended message differs from the received meaning, especially among culturally diverse co-workers. Organizations should gauge employee comfort in communicating across cultural differences, considering factors like language barriers, communication styles, nonverbal cues, language fluency, and cultural fluency in diverse workplaces.

5. **Organizational Justice:** is the extent to which employees perceive fairness of the distribution of resources, procedures, and interactions within a diverse organization. Previous researchers have suggested that organizational fairness and workers' justice perceptions are central to diversity management (Ely & Thomas, 2001; Roberson & Colquitt, 2005). For instance, when procedures are fair, it conveys the message that workers' have a common organizational identity (e.g. Brewer, 1991; Koper et al., 1993). Similarly, distributive, procedural, interpersonal and informational justice all help shape intra-, inter-, and organizational climates for diversity (Rupp, Bashur & Liao, 2007; Cropanzano, Li & James, 2007).
6. **Diversity Climate:** According to Gelfand and colleagues (2005), diversity climate is the collective perception among employees regarding the organization's policies, practices, and procedures, conveying the priority placed on fostering diversity and eliminating discrimination. Diversity climates represent internalized beliefs regarding prior organizational diversity practices and current attitudes, norms, and policies. It is the shared perception among employees about the extent to which a diverse organization prioritizes and actively promotes diversity and inclusion through its policies, practices, and procedures.

The main characteristics of a positive diversity climate include public support of top management, supportive policies, and a high organizational priority on diversity (Rynes & Rosen, 1995).

INCLUSION

Shore et al. (2011) asserted that, while inclusion has gained popularity, it remains a relatively new concept without a consensus among researchers on its definition. As a result, scholars have provided diverse definitions in their respective approaches.

According to Hanappi Egger (2012), inclusion is defined as a method of appreciating and facilitating the complete participation of employees in all organizational activities. Inclusion is characterized as the personal sense of belonging for individual employees within the organizational context, wherein their qualities and individuality are acknowledged and valued based on their experiences and perceptions (Ponce-Pura, 2014). According to April and Blass (2010), incorporating employees into organizational processes and procedures revolves around ensuring equal opportunities within the workforce. Roberson (2006) characterizes inclusion as the

elimination of barriers that impede full employee participation and contribution to organizational activities.

As articulated by Nishii (2013), an inclusive environment treats individuals of all backgrounds fairly, valuing them for who they are and involving them in core decision-making. The inclusive workplace, grounded in a pluralistic value framework, respects diverse cultural perspectives among employees. Inclusion encompasses providing equal opportunities for active participation and contribution from socially marginalized and non-marginalized groups alike. It requires cultivating an environment that supports all employees, enabling full engagement across organizational levels and encouraging authentic self-expression.

MODEL AND HYPOTHESIS

Diversity Climate and Inclusion

Diversity Climate emphasizes extent to which employees share the perception that a diverse organization's policies, practices, and procedures communicate a strong priority given to fostering and maintaining diversity and inclusion (Tailor, 2011). Diversity Climate creates a favourable perception of an organization that promotes justice and inclusion (Deepak and Perwez, 2019)

Diversity climate encompasses the psychological atmosphere characterized by employees' perceptions, attitudes, and beliefs regarding organizational aspects. Within the organization, a positive diversity climate fosters the perception among employees that the organization values their contributions (Gonzalez & DeNisi, 2009; Kossek & Zonia, 1993; Leslie & Gelfand, 2008; McKay, Avery, & Morris, 2009; Mor Barak et al., 1998). This climate plays a significant role in shaping a sense of inclusion or exclusion among diverse employee groups, influencing perceptions of justice in organizational outcomes (Mor Barak et al., 1998; Kossek & Zonia, 1993).

A positive diversity climate actively addresses discrimination and harassment, fostering an environment of fairness, support, and concern. In contrast, a negative diversity climate may inadvertently allow discrimination (Chin, 2009), leading to perception of exclusion.

H01: there is a significant relationship between diversity climate and employee inclusion in Federal Polytechnic, Mubi

ORGANIZATIONAL JUSTICE AND INCLUSION

Organizational Justice is also tied to the concept of inclusion/exclusion, and as such, it is likely to be highly correlated with Identity in the taxonomy. While Identity encompasses the affective experiences of perceiving inclusion/exclusion in the workplace, including feelings of isolation (Ibarra, 1995), Organizational (in)Justice, is most often reported in the form of limited access to, or exclusion from, informal social networks that provide critical information for job effectiveness and career advancement (Gray, Kurihara, Hommen, & Feldman, 2007; McDonald, Lin, & Ao, 2009). Supervisors and leaders must behave in a just manner since they are direct agents in distributing rewards and opportunities to subordinates, who in turn experience fairness and inclusion (Douglas et.al 2003). When individuals experience a lack of fairness or equity in organizational practices, such as biased decision-making or unequal distribution of resources, it can result in their exclusion from these influential social networks.

In essence, organizational justice is closely tied to the sense of belonging and involvement in the workplace. Unjust practices can lead to feelings of exclusion, as individuals may find themselves on the periphery of the informal networks that facilitate professional growth and success. Conversely, a fair and equitable organizational environment promotes inclusion by fostering a sense of trust, belonging, and equal opportunities, contributing to a positive and inclusive workplace culture.

Based on the above we hypothesize thus;

H0₂: there is a significant relationship between organizational justice and employee inclusion in Federal Polytechnic, Mubi

IDENTITY AND FELT INCLUSION

The concept of identity in the workplace, has profound implications for the development of inclusive environments. Individuals' perceptions, emotions, and behaviors influenced by their affiliations with in-groups or out-groups shape the foundation for fostering inclusion. While positive in-group perceptions contribute to self-worth, distinctions between in-groups and out-groups can lead to workplace exclusion, discrimination, and prejudice based on perceived social identity (James et al., 1994). Individual experiences in the workplace, as well as perceptions of organizational actions and policies, are further influenced by one's identity group memberships (Mor Barak, 2011).

Consequent upon the foregoing, we hypothesize that;

H0₃: there is a significant relationship between identity and employee inclusion in Federal Polytechnic, Mubi

VALUES AND FELT INCLUSION

Values play a crucial role in shaping individuals' attitudes and behaviors within a diverse workplace, ultimately influencing the degree of inclusion in that environment. Strong associations were found between values and organizational inclusion (Caldwell, Mack, Johnson, & Biderman, 2002). According to Mor Barak (2011), an individual's core principles, reflected in their values, impact how they perceive appropriate identity, preferences, beliefs, and behaviors in the context of diversity. Differences in values, as noted by Harvey & Allard (2005), House et al. (2004), and Markus & Kitayama (1991), have significant implications for organizational diversity outcomes.

Negative value dynamics can emerge when one group displays intolerance for the cultural differences of others, hindering the realization of diversity benefits (Adler and Gunderson, 2008). This intolerance is rooted in individuals' values, impacting their attitudes towards those with diverse backgrounds. The relationship between values and inclusion is evident in the definition of inclusion provided by various scholars. Hanappi Egger (2012) defines inclusion as a method of appreciating and facilitating the complete participation of employees in all organizational activities. Inclusion, characterized by a personal sense of belonging and the acknowledgment of individual qualities, is influenced by individuals' values as stated by Ponce-Pura (2014). Values, including attitudes towards diversity and the importance of equal opportunities, shape the understanding and practice of inclusion.

Nishii (2013) emphasizes that an inclusive environment treats individuals fairly, valuing them for who they are. The inclusive workplace, grounded in a pluralistic value framework, respects diverse cultural perspectives among employees. Inclusion, according to April and Blass (2010) and Roberson (2006), involves ensuring equal opportunities and eliminating barriers for full employee participation, which aligns with the values of fairness and equal treatment.

In essence, a workplace that values diversity and inclusion reflects a shared set of principles and beliefs, fostering an environment where individuals feel acknowledged, respected, and encouraged to fully engage across all levels of the organization.

Based on the above, we propose the following hypothesis:

H0₄: there is a significant relationship between values and employee inclusion in Federal Polytechnic, Mubi

SCHEMAS AND INCLUSION

The relationship between schemas and inclusion lies in how individuals' cognitive structures, shaped by schemas, influence their attitudes and behaviors towards diversity. Negative schemas, such as stereotypes, can contribute to exclusionary practices, discrimination, and biased decision-making. On the other hand, positive schemas that recognize and appreciate diversity can contribute to an inclusive environment.

In the context of Nigeria's diverse cultural and ethnic backgrounds, the text highlights that embracing the perception that individuals from various backgrounds bring distinct experiences and perspectives can lead to a more inclusive workplace. This aligns with the idea that positive schemas, recognizing the value of diverse perspectives, can foster inclusion and stimulate creativity and innovation (Taylor, 2011).

Nishii (2013) an inclusive workplace, grounded in a pluralistic value framework, respects diverse cultural perspectives among employees. Therefore, positive schemas that recognize diversity as valuable contribute to the development of an inclusive workplace by fostering equal opportunities, fair treatment, and full engagement across organizational levels (Nishii, 2013). Embracing diverse perspectives, as influenced by positive schemas, can lead to a more inclusive work environment.

Hence, we propose the following hypothesis:

H0₅: there is a significant relationship between schemas and employee inclusion in Federal Polytechnic, Mubi.

COMMUNICATION AND INCLUSION

Communication and inclusion are intricately linked, as effective communication practices contribute to the development of an inclusive workplace. Communication and inclusion are intricately linked, as effective communication practices contribute to the development of an inclusive workplace. Workforce diversity is a common characteristic in organizations, where employees from the local region might be

viewed as the in-group, leading to a cultural divide for individuals from other ethnic backgrounds and fostering exclusion. This dynamic of in-group and out-group can influence the quality of communication, underscoring the importance of developing effective cross-cultural skills to promote inclusivity, mutual understanding, and collaboration across diverse backgrounds (Alder & Gunderson, 2008).

Alder and Gunderson (2008) emphasize that a profound grasp of organizational diversity enhances mutual understanding, enabling employees to navigate differences. Effective cross-cultural communication fosters inclusivity by breaking down barriers, allowing authentic expression, and respecting diverse perspectives in a pluralistic workplace (Nishii, 2013). Inclusion, as defined by Roberson (2006), involves eliminating participation barriers through communication that promotes understanding and collaboration.

The proposed hypothesis underscores the fundamental role of communication in creating an inclusive workplace, ensuring equal opportunities, and appreciating diverse perspectives within a concise framework.

H₀₆: there is a significant relationship between communication and employee inclusion in Federal Polytechnic, Mubi.

THEORETICAL FRAMEWORK

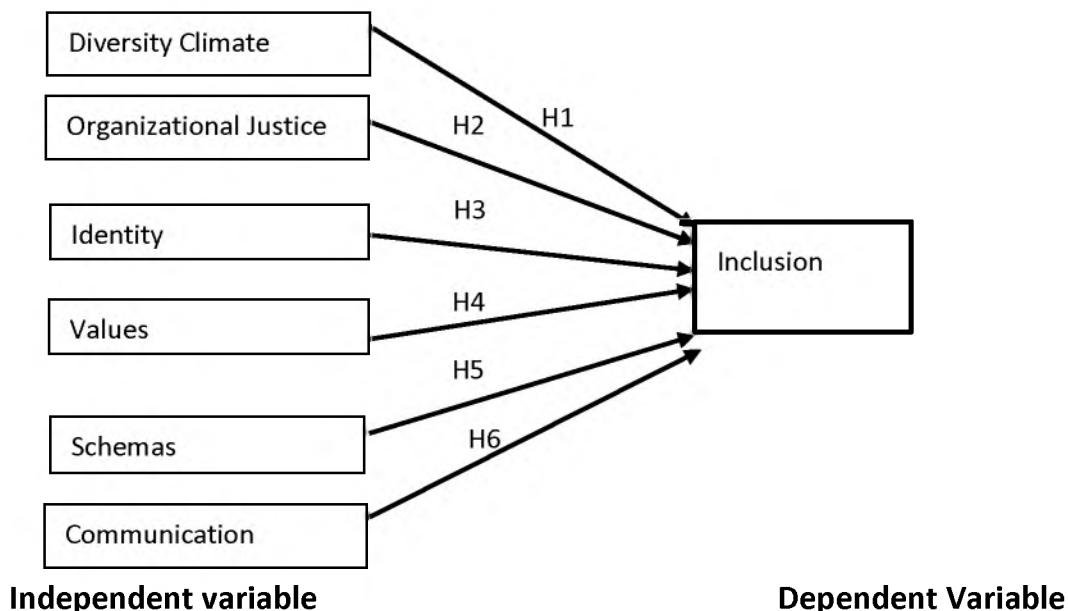
This paper is anchored on the Optimal Distinctiveness Theory (ODT) propounded by Marilynn Brewer in 1991 based primarily on previous research on social identity theory. The major premise of ODT (Brewer, 1991: 477) is centered on explaining two competing human motivation; the need to belong (on the one hand) and a countervailing need to feel unique, individuated and distinct (on the other). Belongingness involves individuals seeking similarities with and validation by others. Uniqueness refers to individuals seeking individuality in comparison with others. Balancing these needs results in optimal distinctiveness (Brewer, 1991). These two needs work in opposition and can be activated or deactivated depending on the context.

To experience inclusion, individuals need to feel they belong to the group, meaning that individuals are treated as insider, while having the opportunity to sustain and express their unique identities. This requires differences among members to be valued; each individual is encouraged to remain their authentic self, rather than being stimulated to adhere to the culture or norms of dominant groups within a

organization (Dwertmann & Boehm, 2016; Jansen et al., 2014; Nishii, 2013; Roberson, 2006; Shore et al., 2011).

To encourage feelings of inclusion, a climate needs to be created where diverse individuals have the opportunity to be themselves and are treated as insiders, as well as learning from and utilizing the differences among team members (Boekhorst, 2015; Dwertmann & Boehm, 2016; Dwertmann et al., 2016; Ellemers et al., 2013; Nishii, 2013; Shore et al., 2011).

The theory is apt and relevant in explaining the relationship between diversity management practices and workplace inclusion as a crucial aspect of fostering a diverse and inclusive work environment. The dimensions of diversity adopted in the study was based on the Diversity Management Inventory (DMI) of Taylor (2011); a multifaceted approach to diversity measurement which consist of diversity climate, organizational justice, identity, schemas, and communication. Viewed through the lens of the Optimal Distinctiveness Theory (ODT), it explain how perception in a diverse workplace is influenced by two opposing needs in individuals—assimilation and inclusion, and differentiation from others. Balancing these needs at the group level, it suggests optimal identities simultaneously fulfill the need for inclusion within the in-group and differentiation from the out-group.



Source: Research compilation, 2023

METHODOLOGY

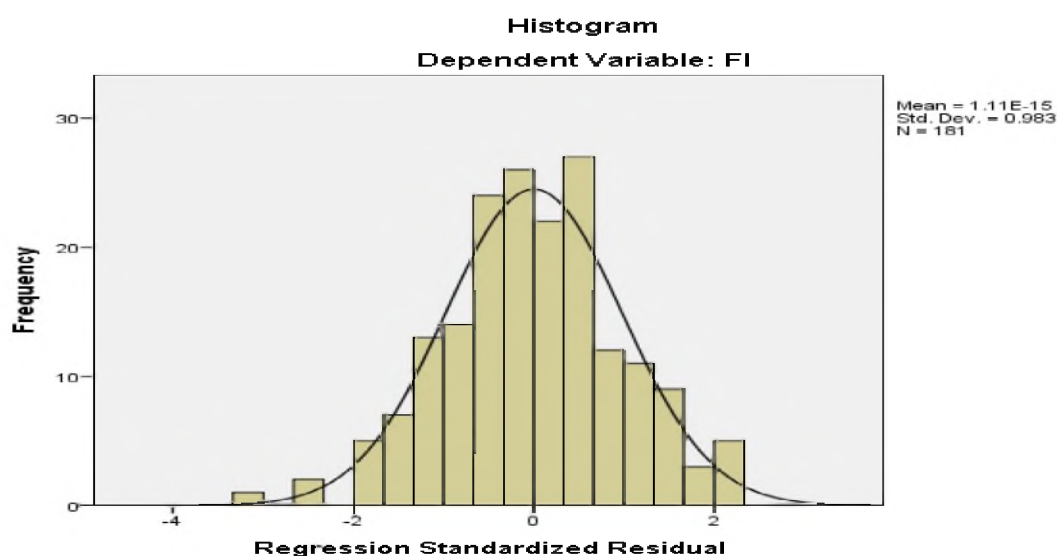
This research was conducted using survey research design. The population for this study covered the 680 academic staff of the Federal Polytechnic, Mubi. The sample size of 243 respondents was arrived at using Yaro Yammane scientific method of determining sample size adequacy. The measurement of diversity adopted in the study was based on the Diversity Management Inventory (DMI) of Taylor (2011); a multifaceted approach to diversity measurement which consist of diversity climate, organizational justice, identity, schemas, and communication. Responses were collected using a five-point Likert scale with corresponding values of 1 to 5 assigned. Data was analyzed using correlation and regression analysis of SPSS V.23.

RESULTS AND DISCUSSIONS

Out of 243 questionnaires distributed 181 were duly completed and returned this represents 74% of the sample size. Hence, the study analysis was based on 181 validly returned questionnaires.

Normality

For data distribution normality, this study employs histogram residuals. A normality test is met when residuals align along the diagonal with minimal departures. The histogram of standardized residuals supports the normality assumption, with curve resembling a belt shape.



Source: SPSS output, 2023

CORRELATION ANALYSES

The Pearson correlation coefficient gauges the strength and direction of correlation between study variables (Hee, Shi, Kowang, Fei & Ping, 2020). Coefficients closer to an absolute value of 1 signify stronger correlation (Sekaran, 2003).

Variables of the Study	Diversity Climate	Organizational Justice	Identity	Value	Schemas	Communication	Felt Inclusion
Diversity Climate	1						
Organizational Justice	.372** .000	1					
Identity	.389** .000	.450** .000	1				
Value	.358** .000	.376** .000	.598** .000	1			
Schemas	.244** .001	.293** .000	.343** .000	.431** .000	1		
Communication	.110 .142	.288** .000	.337** .000	.339** .000	.257** .000	1	
Felt Inclusion	.378** .000	.507** .000	.545** .000	.414** .000	.356** .000	.207** .005	1

Source: SPSS Output, 2023

Schemas ($r = 0.356$, $p < 0.01$), and Communication ($r = 0.207$, $p < 0.01$). Notably, Organizational Justice and Identity exhibit the strongest positive correlations with Felt Inclusion ($r = 0.507$ and $r = 0.545$, respectively). This suggests that a positive perception of organizational justice and a strong sense of identity are particularly crucial for fostering felt inclusion. Diversity Climate also contributes significantly to Felt Inclusion. The significance level of 0.01 (2-tailed) further supports the robustness of these observed correlations.

Regression Analysis**Result of Multiple Regression Analysis**

Independent Variables	Beta (β) Value	T-Value	P- Value	Model Summary ^b
Diversity Climate	.108	1.637	.103	
Organizational Justice	.281	4.099	.000	
Identity	.326	4.175	.000	
Values	.032	.406	.685	
Schemas	.132	2.008	.046	
Communication	-.040	-.633	.528	
F Value				20.379
R				.642 ^a
R Squared				.413
Adjusted R Squared				.392
Sig. F Change				.000 ^b
Durbin Watson				1.916

Source: SPSS Output, 2023

The results of the multiple regression analysis indicate the impact of various surrogates of Diversity Management Practices which in this case is independent variables on the dependent variable (Felt Inclusion). The beta (β) values represent the standardized coefficients, providing insights into the strength and direction of each variable's influence. Organizational Justice ($\beta = 0.281$, $p < 0.001$) and Identity ($\beta = 0.326$, $p < 0.001$) show significant positive associations with the dependent variable, suggesting that as perceptions of organizational justice and individual identity increase, the outcome variable is also expected to increase. Schemas ($\beta = 0.132$, $p = 0.046$) also exhibits a significant positive relationship. However, Diversity Climate ($\beta = 0.108$, $p = 0.103$), Values ($\beta = 0.032$, $p = 0.685$), and Communication ($\beta = -0.040$, $p = 0.528$) do not reach statistical significance. The overall model is statistically significant ($F = 20.379$, $p < 0.001$), indicating that at least one of the predictors significantly predicts the dependent variable. The R-squared value of 0.413 suggests that approximately 41.3% of the variance in the dependent variable is explained by the model. The Durbin-Watson statistic of 1.916 indicates no significant autocorrelation. The model's significance in predicting the dependent variable is reinforced by a significant F Change ($p < 0.001$), reflecting the overall improvement in model fit when adding the independent variables.

SUMMARY OF FINDINGS

Hypothesis	Remark
H ₀₁ : There is significant relationship between Diversity Climate and Inclusion in Federal Polytechnic, Mubi	Reject
H ₀₂ : There is significant relationship between Organizational Justice and Felt Inclusion in Federal Polytechnic, Mubi	Accept
H ₀₃ : There is significant relationship between Identity and Felt Inclusion in Federal Polytechnic, Mubi	Accept
H ₀₄ : There is significant relationship between Value and Felt Inclusion in Federal Polytechnic, Mubi	Reject
H ₀₅ : There is significant relationship between Schemas and Felt Inclusion in Federal Polytechnic, Mubi	Accept
H ₀₆ : There is significant relationship between Communication and Felt Inclusion in Federal Polytechnic, Mubi	Reject

Source: Field Survey, 2023

CONCLUSION AND RECOMMENDATIONS

The multiple regression analysis yields meaningful insights into the factors influencing the dependent variable. Organizational Justice and Identity emerge as significant positive predictors, indicating that a favorable perception of organizational justice and a strong sense of individual identity are associated with an increase in the dependent variable (inclusion). Schemas also contribute significantly to explaining variability in the outcome. However, Diversity Climate, Values, and Communication do not exhibit statistically significant relationships with the dependent variable in this model. The overall model is statistically significant, suggesting that, collectively, the included independent variables contribute to predicting the dependent variable. The model explains approximately 41.3% of the variance in the dependent variable. Recommendations include a focused emphasis on enhancing organizational justice and individual identity, exploring the impact of cognitive schemas, and continuous evaluation of diversity practices. Employee feedback and engagement are crucial for shaping an inclusive workplace, and ongoing monitoring and adaptation of strategies will be vital for sustaining an environment that promotes the desired outcomes.

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FINANCIAL CONTRIBUTIONS TO AGRICULTURAL DEVELOPMENT IN JABA GOVERNMENT AREA OF KADUNA STATE: AN EMPIRICAL ANALYSIS

BY

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ABSTRACT

Agricultural finance simply describes how production and other activities in agriculture are financed in order to get optimal output. Research has shown that in most developing countries majority of the farmers are poor; they are small holders and as such cannot adopt new technologies, such as improved seeds, fertilizers, herbicides and other useful inputs like tractors. In order to acquire such improved inputs a significant degree of capital is required. In agriculture, capital includes such items as simple tools, machinery, seeds, fertilizers, chemicals and livestock. It also includes the valuable improvements that farmers make on the land, often with their own labour, in clearing, draining, fencing, developing water supplies, planting tree crops and the like. In addition to capital employed directly on the farm, agriculture also requires a vast amount of capital for the farm supplies, processing and marketing therefore, agricultural finance is an economic study of financing agricultural activities with the aim of increasing profit which otherwise would have been impossible. The second decade of Nigeria's independence witnessed a rapid deterioration in the country's agricultural situation. Not only were there widening food supply-demand gaps and rising food import bills, there were also rapid declines in government revenue from agriculture, in foreign exchange earnings from agricultural exports and in the labour force required in agriculture. The situation was further compounded poor funding of the sector in the local government area, severe droughts in some parts of the country, government fiscal and monetary policies and above all. The objective of this research is to evaluate financial aids on agricultural development and to examine the sources of financial aids to agricultural sector in Jaba. Examine the sources of financial aids to agricultural sector in Nigeria. The study employed a survey research design and sourced data through both primary and

secondary sources. The study sampled 150 respondents and administered questionnaires but only 141 of these questionnaires that were returned completed. Data for the study were presented in percentage tables and was analyzes quantitative and qualitatively. The study revealed that Budgetary allocation towards agriculture has consistently been inadequate and short of expectations despite the assumed interests of the respective governments in the past years and government policies largely found to be consistently inconsistent and continuously somersaulting have particularly contributed to the failure of the agricultural sector as well as undesirable aspect of the agricultural financing programmes is the low level of monitoring and evaluation of implementation. There have been some ineffective agricultural policies which have not lent sufficient support to the agricultural credit programmes and recommended that government should make more policy that can bring financial support to the agricultural sector and let there be proper policy implementation with good monitoring and evaluation of the financial appropriation to the sector in Jaba Local Government Area.

Key words: Finance, Agricultural, Sector, Productivity& Development

BACKGROUND OF THE PAPER

Before the decade of the 1960s, the dominant role of agriculture in Nigeria's economy was taken for granted. With very little support from government Nigerian agriculture was able to grow at a sufficient rate to provide adequate food for an increasing population, raw materials for a budding industrial sector, increasing public revenue and foreign exchange for government and employment opportunities for an expanding labour force. The little support provided by government for agricultural development was concentrated on export crops like cocoa, groundnut, palm produce, rubber and cotton as self-sufficiency in food production seemed not to pose any problem worthy of public attention.

Agricultural finance simply describes how production and other activities in agriculture are financed in order to get optimal output. Research has shown that in most developing countries majority of the farmers are poor; they are small holders and as such cannot adopt new technologies, such as improved seeds, fertilizers, herbicides and other useful inputs like tractors.

While it has long been recognized that economic development is inextricably linked to agriculture, there has been little consensus about its precise role. The dual economy models inspired by Lewis (1954) and popular in development economics in

the 1960s and the 1970s typically featured agriculture as a backward, subsistence sector. In this view, resources were to be drawn from the unproductive agricultural sector to encourage development of the productive industrial sector. Much of the early development economics literature was thus interpreted as supporting an industrialization strategy, leading to an urban bias in development planning (Lipton, 1977), and fiscal and trade systems that systematically over-taxed agriculture (Krueger et al., 1988).

A more positive view on the role of agriculture in development (especially during the early stages) emerged later, following the seminal contributions by Johnston and Mellor (1961) and Schultz (1964). They emphasized the critical contributions of the agricultural sector to growth in the non-agricultural sectors, implying that investments and policy reforms in agriculture might actually yield faster overall economic growth, even though agriculture itself might grow at a slower pace than non-agriculture. Since then several authors have found that the multiplier effects from agriculture to non-agriculture are indeed substantial, especially in Asia, but also in Sub-Saharan Africa (SSA) (Haggblade, Hammer and Hazell, 1991; Delgado et al., 1998).

In order to acquire such improved inputs a significant degree of capital is required. In agriculture, capital includes such items as simple tools, machinery, seeds, fertilizers, chemicals and livestock. It also includes the valuable improvements that farmers make on the land, often with their own labour, in clearing, draining, fencing, developing water supplies, planting tree crops and the like. In addition to capital employed directly on the farm, agriculture also requires a vast amount of capital for the farm supplies, processing and marketing therefore, agricultural finance is an economic study of financing agricultural activities with the aim of increasing profit which otherwise would have been impossible.

Indications of problems in the Nigerian agriculture, however, started to emerge as from the first decade of the country's independence (1960 – 69). These indications were clearly evident from increasing food supply short-falls, rising food prices and declining foreign exchange earnings from agricultural exports. However, not much rational concern was shown because the problems were thought to be the temporary effects of a series of crises which eventually culminated in the civil war (1967 – 70).

The second decade of Nigeria's independence (1970 – 79) witnessed a rapid deterioration in the country's agricultural situation. Not only were there widening food supply-demand gaps and rising food import bills, there were also rapid declines in government revenue from agriculture, in foreign exchange earnings from agricultural exports and in the labour force required in agriculture. The situation was further compounded by the residual effects of the civil war, severe droughts in some parts of the country, government fiscal and monetary policies and above all, an "oil boom" which created serious distortions in the economy and accelerated the rate of migration of labour from agriculture.

In an effort to tackle these serious problems, government initiated a number of agricultural policies programmes and projects, largely within the framework of three successive rational development plans from 1970 to 1974, from 1975 to 1980 and from 1981 to 1985. Experience from these policies, programmes and projects have however, convinced the government and all those concerned with agricultural development efforts in Nigeria that there is no alternative to well-designed and articulate agricultural policies as instruments for promoting agricultural growth and development in Nigeria. It is therefore, in realization of this fact that the government has adopted a comprehensive package of policy instruments to further develop and improve the performance of the country's agricultural sector. These policy instruments are expected to remain valid for about fifteen years that is up to year 2000 A.D

OBJECTIVES OF THE PAPER

The main objective of this paper is to assessment of the financial assistance to agricultural development in Jaba government area of Kaduna State. Other specific objectives of this paper include:

- i. Examine the sources of financial aids to agricultural sector in Jaba local government area.
- ii. Determine the factors hindering agricultural development in Jaba local government area.
- iii. To find out the contribution of agriculture to Nigeria socio-economic development in Jaba local government area.
- iv. To proffer solutions to the challenges of agricultural finance in Jaba local government area.

HYPOTHESES OF THE PAPER

The study hypothesized that:

- H₀:** Nigeria agricultural sector cannot development without adequate financial aids to the Sector in Jaba local government area.
- H₁:** Nigeria agricultural sector can development without adequate financial aids to the Sector in Jaba local government area.

LITERATURE REVIEW

Conceptual Clarifications of the Paper

Finance for agricultural development has an increasing role in contemporary times. Nigeria's efforts to diversify her oil base economy, is placing much emphasis on financing other sectors most especially agricultural sector. Since it is the largest sector in term of its share in employment and has the potentials to stimulate growth through the provision of raw materials, food, jobs and increased financial stability. It therefore follows that agricultural financing is one of the most important instrument of economic policy for Nigeria, in her effort to stimulate development in all directions. According to Anyanwu (2019) finance affects economic growth, stagnation or even decline in any economic system. However, at the wake of emerging development financing, the decline in agricultural production has placed more responsibility on government, farmers, financiers and other stakeholders to intensify their efforts on agricultural financing.

Agricultural finance is all about the acquisition and utilization of capital (i.e. finance), the factor of production that facilitates the acquisition, procurement and management of the other factors of production namely, land, labour, capital – physical, and entrepreneur (management), in agriculture and which, is not only a lubricant but the lifeblood of the economy. It cuts across financial management and the financial institutions serving the agricultural sector of the economy. It is the most important factor in economic development. Capital has two concepts – the physical capital which refers to the physical assets (land, buildings, plants, machinery and equipment) used in the production of goods and services either for further or final consumption, and the finance capital which is used not only to procure the physical assets but also operates and manages the assets on daily basis to ensure continuous production of goods and services. Recall, that GDP is a measure of the total value of all the goods and services produced by a country within a year.

Agricultural finance as defined by (Obansa, 2009) is the mobilization of resources at all levels in order to increase production and productivity in agriculture and to enhance the productive capacity. Agriculture financing brings about growth and solve the problems militating against the agriculture sector productivity, economic sustainability, poverty reduction, business opportunities, institutional changes, innovation incentives as well as growth. Funds for agricultural finance are met through macro and micro finance aspects. The macro finance aspects pertains to financing agriculture through government capital allocation to agriculture and mobilizing resources for agricultural development using institutional credit agencies such as the Central Bank of Nigeria (CBN) and Nigerian Agricultural co-operative and Rural Development Bank up to rural development programs. While the micro – finance aspects of agriculture pertains to the individual farm, especially financing of farm management, which relate to the acquisition and use of capital in the farm business using commercial bank.

EVOLUTION OF INSTITUTIONALIZED AGRICULTURAL FINANCE IN NIGERIA

In Nigeria, agricultural financing has been age long. Historically, financing agriculture, either in cash or kind, had ranged from family and individual savings and gifts, private money lenders, daily contributions, cooperative thrift associations/cooperative societies, produce buyers, to states agricultural credit corporations and agencies, agricultural development agencies (most of which were established in liaison with international financing agencies, especially the world bank), etc. Appreciating the inadequacies of the above traditional/historical sources of financing, the Federal Government, since the 1970s, enacted a number of policies, schemes and established institutions in order to guarantee adequate funding for agricultural, and invariably, economic developments. The Federal Government aim was also to ensure that the financial institutions, especially the banks as the lubricant and catalyst of national economic growth, efficiently play their part in promoting economic growth through injection of adequate funds into the agricultural sector.

SOURCES OF FINANCE TO AGRICULTURAL DEVELOPMENT IN JABA LOCAL GOVERNMENT AREA

Funds can be obtained for agricultural purposes from the formal and informal sources. The informal type of agriculture credit refers to farmer's personal income, credit from friends, relatives, farmer's association/cooperative societies the self-help groups and money lender who generally provide easy access to credit but at a high cost charging the poor farmer's nominal monthly effective interest rates that

typically range from about 10% to more than 100% [7]. Although several farmers rely on informal sources of credit, the focus of impact assessment is on the formal sector. This is not unbelievable because unlike in the formal system, there are considerable built-in mechanisms in the informal system which ensures effectiveness of operation .Formal sources of finance

These include the Deposit Money Banks (DMBs), Insurance Companies, Nigeria Agricultural and rural Development Bank (NARDB), Microfinance Banks, other Government Agencies and International Development Agencies and cooperative societies. Through this agencies and banks agricultural lending rates are regulated by government and at times subsidized. In order to encourage the trading bank to increases their supply of agricultural credit. The federal government introduced a number of polices such as the Agricultural Credit Guarantee Scheme (ACGS), Agricultural Credit Support Scheme (2006), Nigeria Agricultural Insurance Corporation (1996) etc.

AN OVERVIEW OF THE CURRENT FINANCING METHODS ON AGRICULTURE IN NIGERIA.

The objective of agricultural financing policies is to establish an effective system of sustainable agricultural credit schemes and institutions that could provide micro and macro credit facilities for small, medium and large scale producers, processors and marketers in the agricultural sector of the economy The CBN asserted that robust economic growth cannot be achieved without putting in place well focused programmers to reduce poverty through empowering the people by increasing their access to factors of production, especially credit.

i. The Nigeria Agricultural Co-operative and Rural Development Bank (NACRDB)

It was formerly known as the Nigerian Agricultural and Co-operative Bank and it is the foremost development finance institution in Nigeria. The bank is traditionally active in the agricultural microfinance and agricultural finance market focusing on agricultural saving mobilization, credit delivery, inculcation of banking habits and poverty reduction. The Bank emerges from the amalgamation of Nigeria Agricultural and Co-operative Bank (NACB), the Peoples' Bank and the asset of the Erstwhile Family Economic Advancement Programme (FEAP) in 2000. It offers micro and a macro credit, and accepts deposits; it also offers loans and advances in which the interest rates are stratified according to the purpose of the loan

MICROFINANCE BANKS

In 2005 most of the then existing community banks were converted to microfinance banks as stipulated by the CBN to better assist in wealth creation among enterprising poor people and to promote sustainable livelihood by strengthening rural responsive banking methodology. Community banks/microfinance banks assist in eradicating poverty through the provision of microfinance and skill acquisition development for income generation. Microfinance provides financial services to the poor who are traditionally not served by the conventional financial institutions. Three features distinguished microfinance from other formal financial products. These are the smallness of loans advanced, the absence of asset-based collateral, and simplicity of operations.

ii. Nigerian Agricultural Insurance Corporation(NAIC)

NAIC was established specifically to provide insurance cover for farmers against natural disasters and risk associated with agricultural production. Also underwrites which guarantees prices of farmer farm produce which enable them sustain adequate and stable income. Other responsibilities of the corporation includes; premium generation from policies issued with risk of about N100billion and over; claims settlement ranging from N500million to various farmers and cooperative groups, increased volume of lending to agricultural sector inspiring lending institutions to lend more to especially small and medium scale farmers and magnetize international appreciation in line with the Acts of the African Insurance Organization (AIO), the United Nations Commission on Trade and Agricultural Development (UNCTAD) and the Food and Agricultural Organization (FOA).

iii. Agricultural Credit Guarantee Scheme

It was established in 1977 and commenced operations in 1978. It provides credit finance to a large number of farmers in the rural areas, for sustainable growth and financial empowerment in the agricultural sector. The scheme guarantees credit facilities obtain by farmers from banks at 75% of their total borrowings and is usually security free. The Central Bank of Nigeria (CBN) lever the operations of the scheme and set guidelines for farmers eligible to access the funds. Credit guarantees ensure repayment of loans in part or full in order to motivate lenders to provide loans to borrowers who would otherwise not have been able to access credit on their own for reasons of inadequate collateral and the level of risks to be assumed by the lender. It is a persuasive tool that enables banks to offer massive credit facilities on more propitious terms since debtors are credit insured.

a. Government funding

Federal Government of Nigeria (FGN) financing and risk management strategies to support development of agricultural sector include the Anchor Borrowers' Programme, Commercial Agriculture Credit Scheme (CACS), and the establishment of The Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL). Several state governments have also deployed funding strategies to unlock growth in the agricultural products of their comparative advantage. All the aforementioned initiatives are designed to deepen the credit market for agribusiness.

For instance, about 74% of the N200 billion special credit intervention funds was disbursed to 191 businesses between 2009 and 2016 based on report on CACS of the Central Bank of Nigeria. 45% of the beneficiaries are involved in crop production, 23% in livestock production and 15% in agric processing. The leading states in terms of the location of beneficiaries are Oyo, Kano, Kaduna, Lagos, Edo and Kwara states.

b. Financial institutions

According to the National Bureau of Statistics, credit to agricultural sector was 3.26% and 3.36% of total credit to the private sector in 2016 and 2017 respectively. When compared to banking sector credit to other industries, agricultural sector received the lowest credit allocation from banks despite the sector's more contribution to GDP than other industries. The activities of NIRSAL in de-risking the sector will go a long way in unlocking financial credit for agriculture value-chain in the short to long-run

c. Development partners funding

Development partners have supported growth in the agricultural sector over the decades. They have channeled funding towards capacity development, policy development & implementation, improved farming methods and best practices, as well as enhanced yields and output, among others. Notable among the development partners are the African Development Bank (AfDB), the Alliance for a Green Revolution in Africa (AGRA), the Food and Agriculture Organisation (FAO) and the Bill & Melinda Gates Foundation. Foreign government funding have also emerged in the last decade mainly through the United States Agency for International Development (USAID), the Netherlands Embassy, the Department for International Development (DFID)

d. Private investors

According to National Bureau of Statistics, Agricultural sector received 1.6% or US\$195.7 million of the total capital inflows into the country in 2017. This represents a significant increase over the 2016 amount of US\$22.47. Despite this, the sector lags behind the share of other industries such as Servicing - 13.75%, Production - 12.16%, Telecoms - 4.96%, Oil & gas - 3.57% and Financing - 2.76%. Major investors in Nigeria's domestic agricultural landscape include Olam, Presco Plc, Okomu Oil Palm Company Plc, Nestle Nigeria Plc, Flour Mills of Nigeria Plc, Nigerian Breweries Plc, PZ Wilmar Ltd etc.

e. Crowd funding

Crowd funding market is in its infancy in Nigeria but it has huge potentials. Start-ups like Farm crowdly and Thrive Agric are empowering the middle-class to invest in farming via technology enabled platforms. This social class investors are able to fund farming from as low as \$200 to \$750 for a harvest cycle of between three and six months (depending on the nature of agricultural product). The reward for the investors is share of profit in the form of guaranteed return on investment.

f. Technology-enabled Commodity Exchange

Technology-enabled commodity exchange is aimed at providing solutions to farmers' challenges in aggregation, storage, financial inclusion as well as providing a ready market for both farmers and buyers to participate. This is a novel idea in the country and if well harnessed, it will bring about tremendous revolution in Agribusiness value chain particularly at the post harvesting stage. Leading this movement are Binkabi and AFEX Commodities Exchange Limit

CONTRIBUTIONS OF AGRICULTURAL DEVELOPMENT IN JABA LOCAL GOVERNMENT AREA

Agriculture plays a strategic role to economic development in a country. The increase in investment in the agriculture sector will rise per- capita income of the rural community increase in agricultural output and productivity tend to contribute substantially to an overall economic development of the country.

By creating demand for goods produced in non-agricultural sector by the rural people on the strength of pluralizing power, earned by them on selling the marketable supplies. It also provides employment opportunities to the vast army of uneducated, backward and unskilled labour. As matter of fact, if the process of

economic development is to be engaged and made self-sustaining, it must begin from agricultural sector.

a. Source of Food Supply

Agriculture is the basic source of food supply of all countries of the world. Whether under developed, developing or over developed. Due to heavy pressure of population in under developed and developing countries and its rapid increase, at a fast rate. If agriculture fails to meet the rising demand of food products, it is found to affect adversely the growth rate of the economy

b. Pre-requisite for Raw Material

Agricultural advancement is necessary for improving the supply of raw materials for the agro-based industries especially in the developing countries. The shortage of agriculture goods has to impact on industrial production and a consequent industrial increase in the general price level.

It will impact the growth of the country's economy invariably reduce poverty in the country.

c. Contribution to National Income

The lessons drawn from the economic history of many advanced countries tell us that agricultural prosperity contributed considerably in forecasting economic advancement. The leading industrialized countries of today were once predominant agriculture while the developing economic still have the dominance of agriculture and it largely contributes in the national income.

d. Shift of Man power

Initially agriculture absorbs a large quantity of labour force in Nigeria over 75% labour is absorbed in this sector agriculture Nigeria permits the shift of man power from agricultural sector to non-agricultural sectors. In the initial stages, the diversion of labour from agricultural to non-agricultural sector is more important from the point of view of agricultural development as it eases the burden of surplus labour force over the limited land.

PROBLEMS OF AGRICULTURAL FINANCE IN JABA LOCAL GOVERNMENT AREA OF KADUNA STATE

1. Mis-match of Banks Financial Resources: Agriculture is a profession of long gestation period which requires long term financing to be successful. Using short term funds of the commercial banks to finance such projects is a mis-match which

banks, as profit oriented private commercial entities, would always find a way of resenting, regardless of any amount of moral suasion or other enticements from the government. This is why only 2% of the total banks lending goes to agriculture compared to other sectors. This justify (ies) the insignificance and structural deficiency. A ready solution to this is to give the banks the opportunity of sourcing their funds especially for agricultural developments from the capital market (i.e. long term availability of usable money for development purposes). It is in this respect that one sees the N200bn agricultural development bond of the CACS sourced from the capital market as a right step in the right direction. More of this capital market opportunity should be exploited for this strategic sector of the economy. The over N2tn Pension Funds lying idle could be rightly employed for agricultural development with good management and sense of committed patriotism to national well-being. I am also suggesting that BOA Ltd, as the largest single development financial institution in the country should be included as a participant, along with other banks in the CACS, if only because of the availability of the long term funds of the sc

2. Budgetary allocation: Budgetary allocation towards agriculture has consistently been inadequate and short of expectations despite the assumed interests of the respective governments in the past years. For example, only 4% of the federal government's annual total budget has been consistently allocated to agricultural sector since. (Sanusi, 2011). BOA Ltd is another good example where the share capital is only 41% paid up by the government despite its 40 years of existence. Solution, among others, is for the government to be alive to its responsibilities and stop the wave of lip services, unfulfilled promises, policies and poor implementations thereof. A case in point is the 2003 African Union Maputo Declaration (AUMD) where it was decided and agreed that member countries should increase their investment in agricultural sector to at least 10% of their national budget by the year 2008. Nigeria is a top member of AUMD and 5 yrs after the deadline, she is yet to comply with that international agreement. It is also in this respect that one views the 59% outstanding share contribution of the BOA Ltd that is yet to be paid up and hereby call on the government and the CBN to urgently take this issue up if indeed they are serious about agricultural revival of this country. There is no amount of transformation in name (from NACB – NACRDB – BOA) that could perform the magic of revival if the major stakeholders are not up to their callings. Even if the money channel to this sector was adequate, there could not have been much result as expected for the following constraining factors which have been bedeviling the economy for a long time and have actually set the country back rather than

progressing. It is important to stress again that finance, per se, cannot perform the magic of economic revival without the elimination of these other factors:

3. Corruption: This is the greatest cankerworm and bane of economic recovery in Nigeria. It cuts across every facet of the society and unless something is done seriously, the country may as well be going around in circles. Ariyo (2006); opined that “the level of corruption in this country had gone beyond mere corruption but leaning more on the side of insanity on the part of eminently corrupt Nigerians, and has become a major precipitator of the avoidable three development gaps experienced by the nation, especially through the endemic budget deficit. Corruption and related vices account for not less than 40% of public expenditure; this was estimated at a savings loss of over N10tn in the last two decades. No amount of developing finance flows would make any positive impact on the Nigerian economy, unless and until the problem of economic corruption was effectively contained.” Or how do you describe the 2009/2010 scenario of the ‘missing’ N200bn CACS fund during the late President (Musa Yar’dua)’s illness in Saudi Arabia. But for the ingenuity, inquisitiveness and investigations of the NASS, this situation would not have been revealed. Though the money was eventually ‘found and released from its bondage,’ I am not sure the N32bn accrued interest - at 16% per annum, according to Punch (2011), was ever recovered. Indeed, the country is reported to have lost about N5.0tn to corruption within the last two years of the current democratic disposition.

4. Policy Inconsistency and Somersaults: It is very unfortunate that government policies largely found to be consistently inconsistent and continuously somersaulting have particularly contributed to the failure of the agricultural sector. Every new government wants to pursue its own political agenda without consideration for the economic well-being of the nation; it is forever jettisoning the policies of the predecessor to start a new policy of its own which is soon dropped by the successor. This is antithetic to continuity, a characteristic of any ideal democratic, good and progressive government, irrespective of the party in government. It is in this light one wonders what becomes the fate of the Agricultural Transformation Agenda [ATA] of the current government after it might have completed its term.

COMMODITY MARKETING BOARDS

Since the Commodity Marketing Boards were scrapped in the late 1980s, the life of the farmers in Nigeria has never been the same. Their life has been negatively turned around and the country has been the worse. Owofemi (2011) said, “...when the commodity board was scraped, that was when we decided as a country, that we

were no longer interested in agriculture because the board was the one ensuring the link between the peasant farmers, the commercial farmers and the outside market, beginning with the provision of all the structures and inputs required.” From the experience of the immediate pre and post-independence era, commodity boards played an effective channel of stable, good market and pricing for farm produce; consequently, they were a vehicle for value added chain and sustainable agricultural and economic development.

5. Lack of good and effective storage facilities: An activity of the defunct commodity boards which aided the economy in the 1960s and favored the life of the grassroots, particularly the farmers, was the promotion and establishment of adequate storage facilities which enabled the boards to effect the right pricing and distribution of farm produce. Those were the days of the produce stores which criss-crossed the nation for effective storage of cocoa, coffee, palm-kernel, etc. Those were the days of the Kano pyramid for groundnut. Of course the produce stores were largely financed through the Nigerian Produce Marketing Boards and repayments made at source from the export proceeds of the produce. Today, the produce stores have transited into churches. Lack of adequate storage facilities is therefore another bane of agricultural growth and development which otherwise would have ensured effective price control, an all-round seasonal distribution of farm produce and prevent spoilage. A situation where food is surplus and cheap during a particular season and scarce in another season should have been long forgotten with our current level of technological exposure and awareness. I would want to suggest the resuscitation of the Kano Pyramid of groundnut which could also be replicated for corn/maize, sorghum, millet at the Dawanau Grains Market (in Kano) or in Kaduna or even for beans (cowpeas) in Nguru. Additional Internally Generated Revenue (IGR) from the tourism opportunities of the pyramids could be generated for the respective states.

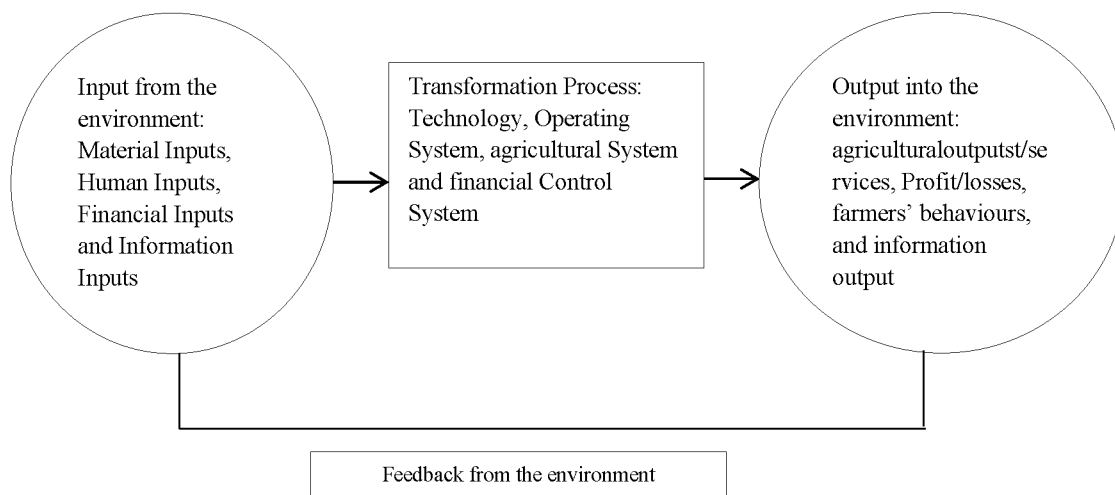
6. Lack of adequate insurance cover: Section of Nigeria Agricultural Insurance Company (NAIC) Act 1993 empowered it to underwrite all the agricultural credit facilities to all categories of farmers – small, medium, and large scale holders either in groups or individually, against the risk of natural disasters in order to safeguard the funds. Since establishment in 1987, NAIC has given a risk cover of only N100bn to Nigerian farmers and made N2bn earnings from the premium relative to the N300bn combined credits of ACGSF, BOA, and CACS, not considering the other Federal, States, and International bodies and schemes such as the FADAMA, ADPs, RTEP, OYSADEP, OGADEP, etc, and private corporate and individual agricultural credits. It

has also made insurance payments of N500million to Nigerian farmers. Borne out of the fear of agricultural risks, NAIC is the only insurance body covering risks in agriculture, so far, but it is high time the agricultural insurance sector is also deregulated by bringing in the private commercial insurance firms.

THEORETICAL FRAMEWORK OF THE PAPER

The theoretical framework adopted for this research is system theory. General systems theory was originally proposed by biologist Ludwig Von Bertalanffy in 1928. Thomas Dye also used the theory in political science.

The Systems view of agricultural finance



Source: Griffin, 2021,

A system is “an organized or complex whole; an assemblage or combination of things or parts forming a complex or unitary whole. (Rosenzweig J.E. et al, 1964; 367). Agricultural financial and agricultural development could be seen as a System. It consists of four basic elements of a system .The inputs, transformation process, outputs and feedback. The inputs required include the human resources, these are the farmers, financial resources; that is the funds made available to the farmers from the government, foreign donors, Banks materials such as vehicles, fertilizers, seeds chemicals and other working equipments and information resources. These include data farmers, ministry of agriculture operations in and outside Jaba local government Kaduna State. These inputs are put through the transformation process of administrative practices, and financial aid control techniques, in order to produce the agricultural outputs.

The output here is the outreach and impact made by agricultural development in the larger society which is also a system. These impact could be inform of more and better access to finance, new and better methods of the farming resulting in improved agricultural products, establishment of others financial accessibility to better the lot of the farmers in Jaba local government Area.

The Systems theory is used for this study because of the input through and output components of Agricultural financial aid was established and resources to act and produce result in the agricultural sector. Through the application of the Systems theory, we shall see the Output in terms of changes in the agricultural activities as feedback accordingly.

METHODOLOGY OF THE PAPER

This is a cross sectional study and the descriptive and content analysis research methods were adopted and data were sourced from both primary and secondary sources.. However, our population for this study consists of mainly the population of the targeted beneficiaries of economic empowerment programmes through Agricultural programmes in Jaba local government Area of Kaduna state which is 379 People. These population cut across the Local government staff in Agricultural and Natural resources department, Poultry Farmers, Fish farmers, Ginger Farmers, Rice Farmers, and Potatoes and Yam Farmers Association in the local government council. This has to do with taking any portion of a population as representative of the entire population. Thus, in conducting a study of this nature where the population is relatively large sampling became very important. In the term of sample size for the study, the researcher used a multi sampling techniques sampled the population this technique of sampling is appropriate looking at the characteristics of the population involve in the study as follows; 15 respondents from the agricultural department of the local government council, 25 respondents from Poultry Farmers, 20 from Fish farming, 14 Ginger Farmers, Rice Farmers, 24, groundnut farmers 10 and Yam 12 and 15 respondents from pigs and goats bearing 15 staff of Kaduna State Ministry of Agriculture. These made a total of 150 sampled respondents and were interviewed in the local government council were interviewed to obtain information on the subject matter and the available data documents consulted under review.

RESULTS AND ANALYSIS OF THE DATA

The paper presented and analyzed the data gathered the interview schedule with the sample size of the population and the available documents on the agricultural

finance in the study area (Jaba local government area) to the sample size of the population. The study had discussion with 50 targeted respondents and government officials across the various agricultural practitioners in Jaba local government Area, in the study Area.

FINDINGS OF THE PAPER

Base from the data analysis and hypotheses tested the paper has these as findings;

- i. The paper proved that agriculture finance had immensely contributed to poverty reduction in Jaba local government area Kaduna state over the years as the reports shows that 75% of Jaba indigenes engaged in various forms of agricultural activities for their survival and that had helped many out of poverty.
- ii. The paper also revealed that agricultural activities are more effective in creating jobs than any other businesses.
- iii. The study found out that Agricultural sector serve as a tool for generating revenue to the Jaba local government area Kaduna state.
- iv. That the agricultural sector provides foods for the people and improving low standard of living of people in the local government area.
- v. The paper also found out that the implementation of various agricultural policies and financing the various agricultural programme had helped in diversifying and enhances farmers' incomes which in turn improved their living standard of the farmers and the introduction of anchor borrower policy in agriculture have alleviated the suffering of the peasant's farmers in Jaba local government area Kaduna state
- vi. The paper proved that if the right agricultural technology and adequate funds for investments in agricultural activities can boost agriculture and minimize suffering among rural farmers in Jaba local government area Kaduna state.
- vii. The paper revealed that agriculture ventures have encourages farmers to save funds which later can allowed them invest their saving in non-agriculture sectors to create more wealth for better living in the local government area.
- viii. The paper discovered that the challenges of agriculture activities in Jaba local government area Kaduna State consist of poor funding of the sector, low prices on agricultural products and lack of marketing network among others factors.

CONCLUSION AND RECOMMENDATIONS OF THE PAPER

Finance, no doubt, is strategically important in the revival and growth of agriculture but equally important are the other factors of production from which finance cannot

be isolated if it was to be effective and efficient. In the light of the above challenges, management stands out of the factors. Management of the resources and infrastructures namely, funds, roads, power, farm produce, marketing and pricing, etc. Resuscitation and management of the commodity boards, efficient storage facilities without overlooking the value added chain possibilities should also be looked into. But, more importantly is the issue of policy somersaulting, inconsistency, and especially, corruption. There seems to be a missing link in Africa's growth process is the absence of adequate policies and efficient institutions. Agricultural sector has not developed because of institutional constraints and corruption which has been deleterious to her growth in Kaduna and Jaba local government area in particular. It's believed that corruption cannot be dealt with in isolation but needs a multipronged approach to its elimination." Unless these problems, identified as factors, are dealt with, with honest of purpose agricultural and economic revival will continuously be a mirage. In Jaba local government, we have had enough of agricultural revival and poverty alleviation policies, initiatives and programmes without serious efforts in implementation has keep remaining a nightmare to the farmers.

True and honest development of the rural communities would do the magic of the agricultural turnaround in the local government area. All that is required is the seriousness and loyalty of committed gentlemen and ladies who, as economic and political leaders, have good intention, sincerity of purpose, integrity, transparency and accountability. The paper has the following as recommendations

- i. The paper recommends that government should increase in financing for agricultural development in the local government area.
- ii. The paper recommends that the state and local government should sustain introduced various initiative and policies to attract finance to enhance agriculture production in Jaba local government area.
- iii. The paper also recommends that Nigerian Agricultural and Co-operative Bank should be empowered financially to encourage farming in Jaba local government area.
- iv. The paper recommends that the undesirable aspect of the agricultural financing programmes in local government area should be dealt with and effective monitoring and evaluation of implementation steps should be taken to solve it.

- v. The paper recommends that policy inconsistency and corruption which are the main obstacles to the success of financial commitments to the agricultural sector in Jaba local area of Kaduna State and should be tackle.

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EVALUATION OF THE EFFECTS OF GENDER INEQUALITY AND GOVERNANCE AND CONFLICT IN CHIKUN LOCAL GOVERNMENT AREA OF KADUNA STATE

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ABSTRACT

The Paper is entitled evaluation of the Effects of Gender Inequality and governance and Conflict in Kaduna State a case study of Chikun Local Government Area of Kaduna State. Gender inequality is regarded as unequal treatment or perception of individual on the basis of gender. The political enfranchisement of women in Nigeria politics seems to have maintained on the surface of the level of gender equity politically, because it is assume that constitutionally there are no barriers to women participation in governance. The contributions of women to governance globally cannot be over emphasized but in Nigeria women had been marginalized and discriminated against holding political position especially in Kaduna state women also, play major roles in preserving order and normalcy in the midst of chaos and destruction and in time of conflict. Data for this study were sourced through secondary and primary sources of data collection. The study revealed that the issue of gender inequality on governance and conflict is an issue of concern to both men and women in Chikun local government area of Kaduna state. The research concluded that the challenge of gender on government is serious political setback in Chikun local government Area of Kaduna State. Recommendations about the study were forwarded for necessary action to address the negative implications of gender inequality on governance and conflict in the study area.

Key Words: Gender, Inequality, Governance, Conflict, Women, Politics.

BACKGROUND OF THE PAPER

According to Afolabi et al (2003); Woman constitute over half of the world's population and contribute in vital ways to societal development generally. In most societies women assume five keys roles; mother, producer, home-manager, community organizer and socio-cultural and political activists of these roles mentioned, the last has been engendered by women movements attributed to historical gender discrimination and inequality. Hitherto the emergence of these movements, gender roles was divided between the male and female sexes. This role can be broadly classified into the productive and reproductive gender roles. Whereas the productive gender roles were mainly associated with the male sex, reproductive gender roles were exclusive to their female counterparts.

The political enfranchisement of woman in Nigeria politics seems to have maintained on the surface of level of gender equity politically, because it is assume that constitutionally, there are not barriers to women's participation. But what exactly is/are the problems and prospects women encounter in their quest to participate in politics? Women movement can be said to have been largely responsible for increase in political participation of women Kira (2000) recognized an important variable responsible for increase in political participation other than women movement. In her stud the concluded that woman would be even more supportive of electing more women to public office, if they were knowledgeable as men about the extent of woman's under representation.

She also when further to distinguished their descriptive representation from "substantive representation. Descriptive representative referred to the representation of their respective constituency, whereas substantive referred to representation based on gender (the prioritizing of the pursuit of women interest by female representatives). Thus, is woman's participation actually substantive - for the pursuit of the interest of women's is women's participation descriptive –for the pursuit of the interest of their constituency, or is women increase in political participation a movement in itself? This study is aim of evaluating women participation in politics, those factors responsible for increase in participation and those that hamper participation.

The 1979 Nigeria constitution guaranteed the right of women to participate in active politics. However, the last decade has witnessed a relative increase in women's participation. This is only relative increase in women participation. This is only when

we measure increase in participation will, certain standards like the number of women who vote in element, the number of public office held by women, number related policies implemented by government etc over the years, there has been a remarkable increase in women's participation in politics in Nigeria, considering these standards, yet there is inherently a pronounced level of under representation of women in politics when compared with their male counterparts.

Women aspiration to participate in governance is premised on the following ground. That woman in Nigeria represents half of the population and hence should be allow a fair share in decision making and the governance of the country. Secondly that all human being are equal and women possess the same right as men to participate in governance and public life. The right to democratic governance is an entitlement conferred upon all citizens by law.

It is hard to imagine a world without war, and every day we hear reports of new conflicts and old grievances as well as escalating tensions and violence worldwide. Most of Africa's conflicts and related disasters are self-inflicted wounds arising from undemocratic or bad governance, partially manifested in gender in-equities in the structures and processes of public governance, which in turn are reflected in the near absence of women's voice in key decision-making issues, including those involving war and peace.

Women's contributions to governance, war and peace have long been under estimated, in fact, women often contribute to the outbreak of violence and hostilities which in many cases they are instrumental in inciting men to defend group interests, honor and collective livelihoods. Women play major roles in preserving order and normalcy in the midst of chaos and destruction and in times of conflict when men engage in war and disappear, take refuge in other places or killed; it is women who are left with the burden of ensuring family livelihood. Women struggle to protect their families' health and safety which is a task that rests on their ability to cope pragmatically with change and adversity. It is therefore not surprising that women are also a driving force for peace (Sorensen, 2019).

Contemporary conflict have caused economic disturbance and along with the deepening violence women experience during war, the long-term effects of conflict and militarization create a culture of violence that renders women especially vulnerable after war. Institutions of governance and law are weakened and social fragmentation is pronounced. Until the state's security and legal infrastructure are

rebuilt, women's security is threatened inside and outside of the home, where they are subject to the rule of aggression rather than the rule of law. Under constant threat of attack by family members, rogue elements, ex-combatants, criminals, women spend their days searching for water, food and firewood and caring for children, the sick, the elderly and their extended families. Even though women provide these unpaid services in times of peace, their burden is intensified during conflict since the peace-time infrastructure is often destroyed as wells may have been poisoned, trees for firewood destroyed, fields burnt and clinics vandalized.

The building of peace is a process in which all affected sectors of society have a responsibility to take part in and women must be given special attention because they represent a vital resource for conflict prevention and sustaining peace efforts from the grassroots level upwards. On the other hand, the social transformation occurring in the post conflict context opens up opportunities which should not be missed by women to empower themselves and to strengthen and enhance their contributions to democratic governance however, while they often bear the brunt of the war brutalities and are increasingly involved in combatant activities, they are seldom part of the inner circles of peace accords or policies at the formal level of resolve conflict (Boyd 1994). For proper democratic governance and equal participation in Nigeria, women in key positions of decision-making, including the military and other security related institutions should be promoted.

Over the years Nigerian's women have been relegated to the background especially on the issues of political representation. This is largely due to the fact that the Nigerian political system does not favour the female gender. The level of and forms of women's participation in politics is largely shaped by cultural and societal barriers in the form of violence, discrimination and illiteracy on the side of the women.

The national average of women's political participation in Nigeria has remained 6.7 percent in elective positions, which is far below the global average of 22.5 percent. In many countries like (Nigeria) the rights of women are enshrined in law, and there are no formal legal barriers to woman's political participation in election processes. In practice, however, there are often formidable obstacles, to women active participation in politics. The hurdles to be overcome can be particularly daunting for women considering running for office and may be overwhelming for women in post conflict nations like Nigeria. Politics has traditionally been a male domain that many

women have found unwelcoming or even hostile, societies in which traditional or patriarchal values remain strong may frown on women entering politics.

Over the years there has been raging debate over the participation or desire of women in Kaduna state politics, some argue that, women are regarded as weaker sexes are social constructs owing to social value, norms and beliefs, which have neglected their meaningful contributions and have placed them in a subordinate position to men in the nation's political system. This "sexual division of labour" in the political system is often traced to the onset of colonialism in Nigeria.

Following the foregoing trends of leadership in Nigeria right from the military rule statistics shows that, women only secured representation in contested positions in 1999, 4%, in 2003, while in 2007 they made with only 6%. Few and almost insignificant number of women were elected into various posts in past four general elections held's the country between 1999 2015. (Damolola, 2016). The result of the survey shows that no woman was elected as governor of any state in the federation. We only had few women as members of Houses of Assembly across the country and as members of the upper house (senate) and lower house (House of Representative) of National Assembly.

This survey shows a poor representative of women in the 1999, 2006, 2007 and 2011 elections. According to the figures collated from the data base of the Independent National Electoral Commission (INEC), records shows that a total 7160 candidates (men and women) contested in the April elections, of this member, only 628 women participated. Out of the 25 candidates that participated for the office of the president, only 1 is a woman while 5 women contested for the office of Vice-president. From the table we saw that there were 9 female senators out of 109 senates and 25 women in the House of preventatives of 360 members of the State of Assemblies. This is two percent improvement of the 2003 general elections. The 2015 General Election showed a decline in the performance of women and this is very troubling given the ground swell and campaign for popular participation by women in political process in Nigeria. Explanation for the factors which constitute impediments to women's efforts of winning elective offices and enduring genuine political representation are legion.

Discrimination against at every level women and girls traditionally has limited access to education, ownership of land and assets in Nigeria and they are denied equal treatment inheritance right, human resources development and sustainable

economic growth. It is therefore, worn some that at a time they are seeking equal treatment and participation in issue that concern them and their families, some respected traditional rulers who ordinarily should know better are making utterances that are entirely unhelpful. Against the background that just last September, gender equality was declared not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world. The questions that begs for answers are:

- i. causes of gender inequality in governance and conflict in Chikun local government area of Kaduna state?
- ii. Does women play any role in conflict prevent and management in Chikun local government area of Kaduna state?
- iii. Why women face challenges of participation in governance in Chikun local government area of Kaduna state?
- iv. Are there ways to reduce the problem of gender governance and conflict in Chikun local government area of Kaduna State?

OBJECTIVES OF THE PAPER

The objective of this paper is to evaluate the issue of gender-governance and conflict in Chikun local government area of Kaduna state. However the specific objectives are:

- i. To identify the causes of gender inequality in governance and conflict in Chikun local government area of Kaduna state.
- ii. Determine the role of women in conflict prevent and management in Chikun local government area of Kaduna state.
- iii. Understand gender challenges and women participation in governance in Chikun local government area of Kaduna state.
- iv. Find out the possible way to reduce the problem of gender governance and conflict in Chikun local government area of Kaduna state.

LITERATURE REVIEW

Conceptual Definitions

By definition, gender inequality can be regarded as the unequal treatment or perception of individual on the basis of gender. It arises from differences in socially constructed gender roles as well as biologically through chromosomes brain structure and hormonal differences. It has been observed across the globe particularly in Africa, that womanhood is now reduced to a mere “infidel” and a

second-class citizen, hence, the general belief that the bass place for women is in the kitchen. The trend has brought about tremendous misrepresentation of women right from the level of the family down to the larger society.

Position of women to man in most African countries is of subordination and that of victimization effort to bring an end to it, are gaining a lot of attention women gender equality issues have become a global core commitment because equality between men and women is not only fair but also normally good. Gender inequality often stem from social structures that have institutionalized conceptions of gender differences, cultural stereotype are possible explanations of gender disparity. According to Magret (1982) in her article written on the analysis on gender disparity women have been traditionally designated to occupations which requires such skills, while these skills are culturally valued, they were typically associated with domesticity.

Kurts in Ebere (2013), believes that “gender has to do with social complex relationship between males and female in the society as well as the power and economic differential associated with them. Inequality has to do with social factors in the society. It will deal with activities that are appropriate for males and females and what rights, resources and powers have inequality is a form of discrimination against the female folk. It is inadequate participation of women in developmental issue and decision making process. According to Bukoye (2008) that gender dissemination is any distribution and exclusion made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, employment or exercise by women irrespective of their marital status.

According to Coleman (1999); Gender inequality or discrimination remains pervasive in many dimension of life world widen. This is so, despite considerable advances in gender equality in recent decades. The nature and extent of the dissemination very considerably across countries and region but the pattern are striking. Governance has been defined to refer to structures and processes that are designed to ensure accountability at transparency, respondent rule of law, stability, equality and inclusiveness, empowerment and broad-based participation.

The concept of “governance” is not new. However, it means different things to different people. Therefore, he has to get our focus right. The actual meaning of the concept depends on the level of governance. The concept has been around in both political and academic discourse for a long time referring in a generic sense to the

task of running a government or any other appropriate entity for that matter. The working definition used by the British council, however, emphasis that “governance” is a broader notion than government (and for that matter also related concepts like the state, good government and regime) and goes on to state. Governance involves interaction between the formal institutions and these civil societies. Governance refers to a process whereby elements in society wield power, authority and influence and enact policies and decision concerning public life and social upliftment.

According to Gyong (1998) defined the term conflict as the struggle for dominance or control of one person or group over the other in such a way as to subjugate or eliminate the rival. In his own view Alemika (1998) conflict may be associated with numerous parameters of human endeavours. This includes; economic, social religion, political ethnic communal gender, racial sectarian or professional issues. He further said, in a plural society like Nigeria, conflict have been more associated with social, communal, religion or ethnic issues than other parameters.

In the works of Claus Schrowange (2007), conflict is defined as a ‘process through which one or more person try-to-pursue in compatible goal while trying to underling the goal-seeking potential of the other. Conflict exists at all levels and cultures. Conflicts are natural, people of every background, culture, class nationally age and gender experience than every single day.

Clause (2007) added that, “conflict is not the same as “violence”. Very often the assumption is made that “conflict” and “violent” are one and the same. It has its roots in the belief that” violent is the only way to deal with conflict “win, destroy, heat, and fake. Revenge” etc. there are different ways of dealing with conflict. Violence is the worse way and need to be avoided.

CAUSES OF GENDER INEQUALITY ON GOVERNANCE IN NIGERIA

According to Uzochuk (2016), gender inequality which in this context implies unfair treatment given to female gender with respect to the male has many causes include culture and tradition, religion, lack of empowerment, mentality and inadequate education.

- i. **Culture and Tradition:** Culture can simply be defined as the way of life of a particular society or ethnic group and tradition is the custom or belief of a society. These two words are one of the reasons that make female to be regarded as nothing in most African countries. It is hard to enter any community in Igbo land (an ethnic group in Nigeria) and see a female ruling.

Why is it so? It is because it is observed as an abomination for any female to rule when there are capable men in that community who can be leaders in such communities. The elders of the communities do not like hearing about female leadership not to talk more of having a female as a leader.

- ii. **Religious:** In the world of today, so many people have developed bias attitude towards religion because they recently found out that so many religious groups are causing harm to human race instead of making it a better place for all. Some teachings in some religions have caused more pains than peace to the world. It is good to belong to any religious group but the truth remains that some of these religion do not give freedom to weaker sex. Religion plays important role in the life of everyman. There are weaknesses in certain religion because some acts serves as cages to female. For instance, in Islam, movement of many women is restricted not even to think of occupying political positions. Only the wise, educated, rational and dynamic ladies that belong to this group break out form the barrier.
- iii. **Lack of Empowerment:** Women are still regarded as nothing in some part of the world because there are no women empowered. Understanding the importance of youth empowerment where more attention will be paid in empowering most female gender while curb the issue of female gender inequality. The government of every country should understand the importance of training the female which then will give birth to proper development, hence reduce female gender inequality. When women are encouraged, they are given sense of belonging and this can bridge the large gap between the proportions of the women to men in governance of various countries.
- iv. **Mentality:** Many people are still going on with certain archaic (outdated) mentalities that never will any lady or women to rule them in any organization. This old mentality is one of the key causes of the less respect given to women in some societies. It is not possible for them to occupy top position in politics and other areas. They have the mentality that leaders are only meant to be men and not the women. This old mentality induces fear in them and makes them reluctant instead of working hard to be registered as big boss of some top companies.
- v. **Lack of Education:** There is a saying "Education is power to success" Based on this topic, lack of proper education is the cause of gender inequality as nobody can go far in this modern world without good education. It is painful that

many families do not pay good attention to their female children because the families do not see them as being valuable to them when compared with the male. In some society, for example, families spend money in training the male gender than the female because they see the female as liability (not being of good advantage). According to Gender Institutions and Development Data Base (GDDB) 67 percent of the female gender in Africa undergo primary-education behind 72.6 percent of the male are trained educationally and they get married latter. They (the family) will gain nothing as all the money she makes becomes that of the husband and her new family. This is the reason that the percentage of educated men is more than that of the female in certain society when women are not educated they will find it difficult to attain a top position as they cannot represent people in politics.

GENDER CHALLENGES AND WOMEN PARTICIPATION IN POLITICAL GOVERNANCE IN NIGERIA

More fundamentally, women have been subjected to domination by men. This is as a result of persisting cultural stereotype, abuse of religious and traditional practices patriarchal societal structures in which economic, political and societal power are dominated by men and the role of women have historically played as the followers of male leaders. Women gender equality issues has become a global core commitment because equality between men and women is just fair and right. The attainment of gender equality is not only seen as an end itself and human right issues, but as a prerequisite for the achievement of sustainable development. Socio-economic and politics hold prospect for women, gender equality on the aforementioned fronts to respond to the challenges of gender inequalities and attention socio-economic and political indicators.

Participation of human in governance and politics is of strategic importance not only for women empowerment but because it has wider benefit and impact (British Council Gender in Report, 2012). Disadvantaged people and or groups can obtain fair representation only if they are above. Therefore, women and men should be represented as decision making bodies, levels, locally, regionally and resources are full distributed and are allocated.

In the elective position in Nigeria since 1999, it is evident that women have been vice president of Nigeria and not to talk about president. In 2011, only one woman contested for the post of president in Nigeria under the platform of the Peoples'

Democratic Party and she did not survive the primary election. In 2015, five women out of 14 persons contested the vice president while 14 men contested for the post of president. Out of the 109 senate members in Nigeria senate chambers, women were only 7 in 1999, 4 in 2003 and 9 in 2007, 7 in 2011 and 7 in 2015. In the house of representative, out of 360 members of the house, in 1999, 7 were women, while in 2003, 21, 27 in 2011 and 14 in 2015. No woman governor since 1999 till date, out of 990 seats in the assembly in Nigeria, in 1999 only 24 women, 40 in 2003 and 68 in 2007.

The local government councils that are closer to the people in 199 out of 774 councils, 13 were women, 18 in 2003 and 27 in 2011. The councillorship position, the numbers of women that are councilors in Nigeria. Out of 6369 councillorship seats, 68 were women in 1999, 276 in 2003, 235 in 2011. The problem many of the times are the stringent measures that parties puts in place for a person to qualify to run for elective position. In 2011, out of the 20 persons that contested for the position of president in Nigeria, only 1 is a woman and men 19. Out of the 20 persons for the position of the vice president 3 are women. Out of the 353 candidates for the post of governors in the 36 states of Nigeria, 13 are women, 347 deputy governorship positions, 58 are women and 1 got the position of deputy governor. The 2468 candidates contested for elective seats. And men are 2189 and only 19 of the women won seats for the house of representative and out of the 890 that contested for the senate in Nigeria, 90 are women while 800 are men and only 7 women won the senate in Nigeria in 2011 general election. These statistics shows the level of gender disparity in the Nigerian political system. The seat number of female in the senate of the current 8th assembly in Nigeria is minimal compared to that of male. When we have this kind of system in our governing process, how can women make concrete decisions when they are excluded in the process of making decision (Babolala, 2022).

PROBLEMS OF GENDER INEQUALITY ON GOVERNANCE IN CHIKUN LOCAL GOVERNMENT AREA OF KADUNA STATE

- a. Discrimination against at any level women and girls traditionally has limited access to education, ownership of land and assets in Nigeria. And they are denied equal treatment in inheritance rights human resources development and sustainable economic growth. It is therefore worrisome that at a time they are seeking equal concern them and their families, some represented traditional rulers who ordinarily should know better are making utterances that are entirely unhelpful.

- b. The general notion in our country is that women are inferior to men was recently reinforced when President Muhammadu Buhari, at a conference in Germany said the role of his wife did not extend beyond the kitchen and the “other room”. It was unfortunate, especially given that women in Nigeria have made their mark in the political and economic arena, only recently, a Nigeria woman Amina Muhammed, was named as the Deputy Secretary to United Nations.
- c. There is a lot going on in our communities on daily basis, Gender imbalance or inequality is an issue that has been debated for many decades. A society should always be peaceful, united and tied by good whether a man or woman is an issue that has reduced our great societies to the mot uncalled for place to be associated with. There are many effects or problem of gender disparity in the society that if properly look at can help get rid of this vice. For many years, the socially constructed roles of men and women in most being changing rapidly, women in most cases have found themselves gaining more control in areas like family, education and work.

GENDER CHALLENGES AND WOMEN ACTIVE PARTICIPATION IN POLITICAL GOVERNANCE IN NIGERIA

Poor participation of women in politics and governance has been a major concern at global level. In Nigeria, a woman participation in politics is not proportionate to the 50% of the nation’s population which they represent and has not translated into equal representation in political leadership positions. The global issue of goal 3 (to promote gender equality and empower women) of the millennium Development Goals (MDGs) and other international clarion calls for bridging the gap created by long-term discriminations against women and making women visible in politics made Nigeria to recognize women in the political sphere, and include them in both appointive and elective positions. Yet, there persists poor participation of women in politics and the number of women in political positions in Nigeria is growing at a slow rate despite efforts to change such trend by Nigerian women groups/advocates/activists, civil society organizations, Nigerian government and international agencies and to increase women active participation in both politics and public life. This situation persistently falls below the recommended 30% of the Beijing Platform of Action and 35% recommendations of National Policy on women in Nigeria.

Also, Nigerian women have the guaranteed rights to participate in active politics and governance by virtue of section 42(1) of the 1999 constitution of the Federal Republic of Nigeria which states that: A citizen of Nigeria of particular community, ethnic group place of origin, sex, religion as political opinion shall not, by reasons only that he is such a person be subjected to any form of discrimination. This further confirms that you can go to court to seek redress if as a woman your franchise is violated and that the constitution as a whole prohibits discrimination on the basis of sex.

However, over the years, there has been a remarkable increase in women participation when measured with certain standards like the number of women who vote in elections; the number of appointive and elective positions held by women; number if women related politics implemented by government; and so on. Yet there is observed extensive discrimination against women and under-representation of them in politics and governance in Nigeria when compared with their male counterparts in actual practice.

The statistics from table 1 revealed that from 1999-2011 general elections in Nigeria, no woman was elected into the office of the governor in any of the 36 states and that of the president of the federation. Moreover, out of 109 Senators, there were only 3 women (2.8%) in 1999, which increased to 4(3.7%) in 2003; a further increase to 9 (8.3%) in 2007, and a slight decline to 7 (6.4%) in 2011. Also, out of 360 house of Representative members, there were only 12 women (3.3%) in 1999 which increased to 21 (5.8%) in 2003, a further increase to 25 (6.9%) in 2007, and a slight increase to 26 (7.2%) in 2011. In addition, out of 990 State House of Assembly members, there were only 24 women (2.4%) in 1999; which increased to 40 (3.9%) in 2003, a further increase to 57 (5.8%). 68 (6.9%) in 2007 and 2011 respectively. Furthermore, out of 829, 991, 887, State House of Assembly Committee members, there were only 18 women(2.2%), 32 (3.6%), 52 (5.9) in 1999, 2003 and 2007 respectively will slight increases. But in 2011, there was no woman out the 887 State House of Assembly Committee members. Considering the office of the Local Government Area Chairperson, there were only 13 (1.8%), 15 (1.9%) and 27(3.6%) women in 199, 2003 and 2007 respectively with slight increases. While in 2011, no woman was elected into the office of Local Government Area chairperson. Finally, out of 6368 councilors, they were only 69 (1.1%) women which increased to 267(4.2%) in 2003 and reduced to 235 (3.7%) in 2007. While in 2011, no woman was elected into the office of councilors. Also, table 2 revealed that the number of women elected as deputy

governors for 1999, 2003, 2007 and 2011 were 1, 2, 6 and 1 respectively. The total number of Deputy Governance was 36 for 1999, 2003, 2007 and 2011. In 1999, according to Luka (2012) there was an improvement on women political participation with the appointment of 4 out of the 29 senior minister representing 13.7% and 3 out of the 18 junior ministers representing 16.6% women advisors and 2 senior special assistants and 6 special assistants and 1 special assistant to the vice president as well as 8 permanent secretaries. Women were also appointed as commissioners and therefore members of the executive councils in all the states (Kolewole, Abubakar, Owonibi and Adebayo, 2017). Considering the 2011 political appointment out of 7 principle officers of the Senate, there was no woman, there was only 1 women (10%) out of 9 officers of the House of Representative, and for the ministerial appointment as at 7th August, 2011, there 13 women (32%) out of 41. Table 8.2 showed women representative in two arms of government only; legislative arm (senate, House of Representative, State House of Assembly and Councilor); Executive arm (President, Governor, Deputy Governor, Local Government Chairperson); including political appointees.

However, from 1999-2011, there has been a drastic increase in women political participation in both elective and appointive positions particularly appointive. In spite of these increases, women are still highly marginalized considering the disparity in the proportion of men to women in politics and decision making positions (Ngara and Ayabam, 2013). Similarly, UNDP report concludes that women participation in politics and decision making is inadequate (Asaju and Adagba, 2013),

Further, despite these improvements, the representations of women in politics and decision making in Nigeria is still far below the global benchmark of 35% affirmative action. It is against this background that this paper examined "Challenges to women active participation in politics in Nigeria".

METHODOLOGY OF THE PAPER

This paper employed a survey research method to gathered data. This method helped to systematically gathered data from the documentary sources such as newspaper, Textbooks, and other published and unpublished materials. These data were objectively analyzed as it regards to the issue of gender, governance and conflict in Chikun Local Government.

Findings of the Paper

The following are the findings of the Paper.

- i. The paper proved that gender should not be considered when it comes to issue of governance in Chikun local government area of kaduna state because what man can do on the seat of leadership women can do likewise even better.
- ii. The paper also discovered that gender inequality has negative effect on women chances to political leadership in Chikun local government area of Kaduna State.
- iii. The paper revealed that the problems of gender inequality in Kaduna State affect effective governance and causes conflict in leadership in Chikun local government area of Kaduna State.
- iv. That, poor participation of women in politics and governance had remains a major setback to democratic development in Chikun local government area of Kaduna State.
- v. The paper also found out that the entrenchment of socio-cultural and religious practices in Nigeria skewed in favour of men and it disfavoured women in the study area.
- vi. The paper also Nigerian women are marginalized, discriminated against and also greatly under-represented in politics and governance as a result of gender issue.
- vii. The paper also proved that women should be given chance to contribute in governance and peace building in the society involved in such responsibility as they have been under-rate by men in governance in Kaduna State.
- viii. The paper found out that for quite a long time now, women have not been allow to participate in the peace process at the decision making of level in governance.
- ix. The paper showed that women play significant role in reshaping politics in Nigeria and they also assist resolving political violent on conflict in Kaduna State and in Chikun local government area in Particular.
- x. The paper found out that lack of gender sensitivity in political arena is a discouraging factors for women involvement in governance in Nigeria,
- xi. The paper also discovered that poor sensitization and analysis on gender issue made conflicts on gender issue prompt in Kaduna State.

- xii. The paper the cost of elections processes in Nigeria discourages women's aspirations for political governance and widens the gap of gender discrimination in Nigeria.

Finally, the paper revealed that religious and cultural believed against female gender as well as corruptions in political trends are causes, of gender-governance in balance in the study area.

CONCLUSION AND RECOMMENDATIONS OF THE PAPER

It is therefore necessary to say that gender inequality is a reflection of the disparities existing between the male and the female sexes. These disparities result due to misconceptions of the natural differences and make-ups between men and women as designed by God. In Nigeria and in Kaduna State in particular today, the attitude toward women is such that calls for serious concerns. Such patriarchal beliefs that engender discrimination against women are becoming too alarming even in public offices.

Despite the discrimination against women in political arena in Nigeria, there is still opportunity for gender policy formulation and implementation. National Gender Policy in Nigeria has become imperative and commendable so as to effect change in attitudes toward women.

This is more obvious when the proportion of men to women in politics and decision making positions is compared despite the fact that women represent 50% of the nation's population. Thus, the recommended measures to guarantee women active participation in politics in Nigeria included review of discriminatory practices; economic empowerment; support from family, fellow women and media; equal representation in governance; healthy political environment; proper perception of women in politics, among others.

RECOMMENDATIONS

The following recommendations are highlighted:

- i. The issue of gender should be seriously discouraged when it comes to leadership in Chikun local government area of Kaduna State.
- ii. Review of discriminatory practices, discriminatory socio-cultural and religious practices against women active participation in politics in Chikun local government area of Kaduna State should be positively reviewed by stakeholders (particularly traditional/religious rulers and government).

- iii. Economic Empowerment of women should be given equal access to credit facilities and factors of production like land and labour just like men to enhance their output and income generation in the local government area of the study.
- iv. Support from Family, Fellow Women and Media Family members (especially husbands of married women) should be women political aspirants the relevant consent and support to venture into politics and governance in the local government area.
- v. Equal Representation in Governance, there should be equal representation of Nigerian men and women in governance to ensure that enacting law of the land and making policies particularly those affecting gender issues will always remain equitable.
- vi. Proper perception of women in politics use negative labeling, derogatory names, abusive language and expressions to describe women in politics should be discouraged through sensitization and public enlightenment campaigns in the local government area. The campaigns of male political opponents that portray Nigerian women as acting against the Nigerian culture of not accepting leadership roles of women just to marginalize them should be discouraged especially in the local government area.
- vii. A study of a topical issue like this should be encourage regularly to make people know the issue and challenges of gender inequality on governance and conflict in Kaduna State and Nigeria atlarge.

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EFFECT OF KIDNAPPING ON NATIONAL SECURITY AND RURAL DEVELOPMENT IN KANAM LOCAL GOVERNMENT AREA

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ABSTRACT

The spate of insecurity across the various spectrums of Nigeria's rural areas and its implication on national security and the development of rural communities is alarming. Kidnapping in Nigeria is emerging alongside other social crimes such as insurgency, banditry, ethno-religious clashes and so on. This is fast threatening the unity and peace of the country. No society and government can develop its people amidst insecurity. Though, the use of secondary method of data collection, this paper examined kidnapping as an emerging social crime that is counter to national security and rural development. Literature was reviewed on the concepts of kidnapping,

national security and rural development. The paper adopts Nerton's theory of Anomie as its theoretical framework. The paper revealed that kidnapping is caused by the near absence of security agents in rural areas, high rate of unemployment, poverty, among others. The implication of kidnapping is food insecurity, hunger, distrust, animosity and the eventual breakdown of law and order. Using Kanam Local Government Area of Plateau State as a descriptive case, it is evident that kidnapping threatens national security and subsequently, rural development. Prompt response to the critical challenges of poverty and unemployment and the strengthening of community security relation can contribute towards addressing insecurity in the rural areas.

Keywords: Kidnapping, Social Crime, Insecurity, Rural Development

INTRODUCTION

It is obvious that kidnapping in Nigeria has reached a worrisome state. While section 14(2) of Constitution of the Federal Republic of Nigeria provides that "the security and welfare of the people shall be the primary purpose of government"; the incidences of rampant kidnapping threaten the security of lives and properties of the people (Yakubu, 2021).

What this indicates is that in security is serious challenge in Nigeria. The spate of insecurity across the various spectrums of Nigeria's rural areas and its implication on National Security and the Development of rural communities is alarming. While death is inevitable, it is worrisome to note that callous death by act of violence or social crime has persisted in Nigeria. In the words of Sigmund Freud (1856-1939) in His Theories of Life and Death instincts that: "The Goal of all Life is Death" (Yusuf, 2020). That people channel their death instincts such as aggression towards one another for different purposes. This shows that the menace called kidnapping and other challenges of insecurity in Nigeria have attracted attention by both government and scholars. The challenges of insecurity in Nigeria characterized by kidnapping; insurgency; banditry; ethno-religious clashes and disputes; cultism; ritual killings; armed robbery among others are threatening the unity and peace of the country. These challenges in most or less of the cases often result in aggression and death.

No society and government can develop its people amidst insecurity. Sadly, the rural areas and their economy particularly in most Nigerian States have become the targets of kidnappers in recent times (Inyang, 2019). What started in Nigeria as a

“mere” hostage taking targeting foreigners in the oil rich Niger-Delta region has spread beyond the foreigners to include, the rich elites, businessmen and the poor masses who hardly have stronger means of economic survival. For instance, Ibeanu (1997) had asserted that millions of naira have been paid as ransom to secure the release of victims.

Nigeria in 2014 was ranked among the world’s top eight (8) kidnapping hotspots alongside war zones and failed states such as Afghanistan, Iraq and Somalia. For example in July 2009, 512 kidnap cases were reported in the mid-year compared with 353 for the whole of 2018 (Galadima, 2014). What this shows is that there is now a gradual shift from kidnapping of foreign oil companies expatriate workers by youths considered to be disenchanted with neglect of their communities by these companies; to kidnapping of Film Actors in Nollywood; to parents and children of prominent Nigerians, etc. It is now more worrisome that the kidnappers do not spare anybody – the rich and the poor; the young and the aged; the royal fathers; the farmer; the market trader; the school children; the teacher; the lawyer; the judge; the police and so on. In Kanam Local Government Area and by extension Kanke and Pankshin, recent history has shown that the people have never been intimidated to live in fear and remorse like in the last couple of months.

STATEMENT OF THE PROBLEM

Kidnapping has emerged as a significant threat to national security and rural development in Kanam Local Government Area (LGA) of Plateau State, Nigeria. This phenomenon has raised concerns among policymakers, community leaders, and residents due to its detrimental effects on various aspects of society (Inyang, 2019). The statement of the problem aims to highlight the multifaceted challenges posed by kidnapping and its implications for national security and rural development in Kanam LGA.

One of the primary concerns is the increasing frequency of kidnapping incidents in Kanam LGA. Over recent years, there has been a noticeable surge in the number of reported cases, indicating a growing trend of criminal activities targeting individuals and communities. The rise in kidnapping incidents has instilled fear and anxiety among residents, adversely affecting their safety and security (Ibrahim & Mukhtar, 2017).

Kidnapping activities have disrupted socio-economic activities in Kanam LGA, hindering agricultural productivity, business operations, and investment

opportunities. Farmers, traders, and other stakeholders face the risk of abduction, leading to decreased agricultural output, disrupted supply chains, and reduced economic growth. The prevalence of kidnapping has also deterred potential investors from engaging in business activities, thereby impeding the overall development of the local economy (Abdulkabir, 2017).

Kidnapping incidents often result in humanitarian crises, with victims subjected to physical harm, psychological trauma, and emotional distress. Families of kidnapped individuals endure anguish and uncertainty, exacerbating social tensions and community cohesion. Moreover, kidnapping incidents may force families to flee their homes, leading to internal displacement and the disruption of community structures. The displacement of individuals and families further strains existing resources and support systems, exacerbating vulnerabilities and hampering sustainable development efforts (Ahmed, 2019).

The inability of government authorities and security institutions to effectively address the scourge of kidnapping erodes public trust and confidence in their ability to ensure safety and security. Residents of Kanam LGA may perceive the government's response to kidnapping as inadequate or ineffective, fostering disillusionment and cynicism towards state institutions. The erosion of trust undermines governance structures, hampers law enforcement efforts, and diminishes community cooperation in crime prevention and resolution (Habu, 2015).

Kidnapping incidents in Kanam LGA intersect with existing ethno-religious conflicts, exacerbating tensions and perpetuating cycles of violence. Perpetrators of kidnapping often exploit ethnic and religious fault lines to further their criminal activities, leading to inter-communal strife and discord. The confluence of kidnapping and ethno-religious conflicts poses a significant challenge to peacebuilding efforts, social cohesion, and inter-group relations in the region (Bello & Jamilu, 2017).

The effectiveness of responses to kidnapping incidents in Kanam LGA is hampered by inadequate resources, logistical challenges, and institutional capacity constraints. Law enforcement agencies may lack the necessary personnel, training, equipment, and intelligence capabilities to prevent, investigate, and prosecute kidnapping cases effectively. Additionally, the absence of specialized response mechanisms, such as dedicated anti-kidnapping units and victim support services, further undermines efforts to address the scourge of kidnapping comprehensively (Ene, 2018).

OBJECTIVES OF THE STUDY

The main aim of this study is to effect of kidnapping on national security and rural development in Kanam Local Government Area. Other specific objectives of the study are:

- i. To examine the causes of kidnapping in Kanam local government area
- ii. To assess kidnapping as an emerging social crime
- iii. To ascertain the effect of kidnapping on national security and rural development
- iv. To find out the responses to kidnapping and challenges of insecurity in Kanam

RESEARCH QUESTIONS

The study shall seek answers to the following questions:

- i. What are the causes of kidnapping in Kanam local government area?
- ii. How is kidnapping an emerging social crime?
- iii. What is the effect of kidnapping on national security and rural development?
- iv. What are the responses to kidnapping and challenges of insecurity in Kanam?

This paper through the use of secondary method of data collection, focuses on kidnapping as emerging social crime and counter to national security and rural development in Nigeria with reference to Kanam Local Government Area of Plateau State.

CONCEPTUALIZING KIDNAPPING, NATIONAL SECURITY AND RURAL DEVELOPMENT

Kidnapping

Kidnapping is a crime against the state and against humanity (Yusuf, 2020). The concept according to Frank, Terrance and Paula (2009), is the unlawful exportation and confinement of a person against their will. Kidnapping in Nigeria is thus:

...the unlawful detention of a person through the use of force, threats, fraud or enticement. The purpose is an illicit gain, economic or material in exchange for liberation (Chukwuma, 2019:16).

The above indicates that in Nigeria, kidnapping as a criminal act and it comes under the Criminal Code Act CAP C38 LFN (2004) and this has been operational in the 16 Southern States of the Federation where the criminal law was hitherto considered more appropriate. It will be recalled that the Nigeria Senate in September 2017 passed a Bill which outlaws abduction, wrongful restraint or confinement for ransom. According to Yusuf (2020), it was only in July 2020 that the Senate considered the Criminal Code Amendment Bill aimed at making relevant changes to address the

menace of kidnapping as emerging crime and threat to national security. Several other States such as Lagos, Akwa Ibom, Abia, Anambra, Imo, Rivers and Enugu have passed the Anti-Kidnapping Laws with clear penalties.

Common characteristics of Anti-Kidnapping Laws in the foregoing States about the concept are deduced as follows (Saidu, 2018):

1. Confinement of any person against his/her will except as provided by law;
2. False imprisonment by means of abduction;
3. Use of force or intimidation to take a person away;
4. Enticing a person into a vehicle willingly;
5. Taking a minor, a mentally deranged person or any disadvantaged person for force labour, detention in solitude or for personal gains.

NATIONAL SECURITY

According to Pokes, Glong and Dalyop (2015), national security can be described as the sum of the efforts, energy, intelligence, commitment and the use of state institutions particularly the military, police and other security agencies to enforce and ensure adequate protection of interests, people and properties of the nation as a whole. This shows that the issue of national security has to do with the protection of sovereignty of a state and its people both from internal and external aggressions.

In the view of Habu (2014), idea of military protection of the sovereignty of a nation is the emphasis on national security. However, in the contemporary sense of security, nations of the world including Nigeria now adopt a new dimension to national security, that is the diplomatic use of mediation, conciliation and internal security measures to ensure for the unity, sovereignty, peace, stability and development of their people.

RURAL DEVELOPMENT

In the general sense, rural development refer to a deep and sustained commitment of both governmental and non-governmental agencies towards improving on the quality of social, economic, political and ecological well-being of the rural areas. Agwom (2005) was of the view that the over 70% of population in rural areas in Africa and in Nigeria relies on both government and non-governmental agencies to transform their welfare. Saidu (2018) opined that:

“... rural development is the total re-organization and transformation of the rural components of a nation’s mode of production which entails the restructuring of Nigeria’s rural

economy so as to lift the peasants out of poverty and other challenges of development to productive economy”.

This shows that rural development is a sustained and collective efforts of both the people and the government vis-à-vis non-governmental agencies (local or international) towards enhancing socio-economic welfare of the rural populace.

Rural development is a strategy designed to improve the economic and social life of a specific group of people; the rural poor (World Bank, 1975 cited in Yakubu, 2017). This implies that rural development involves’ extending the benefits of development to the poorest among those who seek livelihood in the rural areas.

THEORETICAL UNDERPINNING

This paper adopts Robert K. Merton’s Theory of Anomie. Merton used the Anomie theory to describe the strain which occurs when widely accepted cultural values conflict with people’s lived social reality (Ojonugwa, 2020). In both developed and developing countries, generally held values emphasizes material success, achieved through self-discipline, education and hard work. This means that people who work hard can succeed no matter what their starting point in life. Merton argued that for many social groups, it really is just a dream because disadvantaged groups have only limited conventional opportunities for advancement/or none at all (Merton, 1938). Yet, those who do not succeed find themselves condemned for their apparent inability to make material progress. In this situation, there is a great pressure or strain to try to get ahead by any means, legitimate or illegitimate (Merton, 1968). Deviants and crimes are then products of the strain between cultural values and the unequal distribution of legitimate opportunities.

This theory is considered appropriate in this paper because it aptly described the means of kidnapping in Nigeria, as groups and individuals involving in the act are doing so to acquire materials needed to succeed in life. As noted by Bello and Jamilu (2017), kidnapping has been attributed to poverty, unemployment and economic deprivations. There is increase of frustrated youths in Nigeria who have been forced to engage in unlawful and criminal activities like kidnapping as a survival strategy.

CAUSES OF KIDNAPPING AS EMERGING SOCIAL CRIME IN RURAL AREAS

There are several factors responsible for the spate of kidnapping as a ripped social crime in Nigeria (Ifeanyi, 2011). In 2006 when the alleged Niger-Delta militants started kidnapping for ransom, many pundits like Juan (2006) believed that the

reasons were rooted in the many years of neglect and greed by the oil companies who in some cases had no tangible community programmes for developing the teeming youths. Moreso, environmental degradation in most communities in the Niger-Delta deepened by long years of abandonment of farming and fishing activities led to high level of unemployment, poverty, greed and ostentatious life-style from proceeds of kidnap or ransom. These factors cumulatively contributed towards the spate of kidnapping in most of the oil producing communities.

With the subsequent and current spates of kidnapping from the “notorious” Evans-to-Wadume” cases and the so-called unknown gunmen and/or kidnappers in various rural areas across the country, there are factors responsible for kidnapping. First, the issue of ungoverned spaces in most rural areas in Nigeria is a factor. The level of insecurity and near absence of security agents in most of our rural communities has no doubt pushed a lot of the so-called urban criminals to the ungoverned areas (Uzochukwu, 2020). In most of the villages where kidnappings were reported in Plateau State, from Kustim to Wokkos; to Wuseli; to Runji, to Gum-Gagdi, to all the villages in Kanam, how many security presences are there? The rural areas have become targets for kidnappers given the poor presence of security.

Second factor responsible for kidnapping is unemployment. There are research evidence that shows a significant correlation between unemployment and job losses in the urban areas with the movement of criminal elements to the rural areas (Abdulkabir, 2017). Unemployment in Nigeria jumped from about 27.5% in 2020 to average of 32.5% in 2021 according to the National Bureau of Statistics (2021) and this means that more people, particularly the youths are among this population. Thus, many youths join criminal gangs as means of survival. Incidences of kidnapping for ransom; for ritual purposes; for recruitment into criminal gangs and insurgents could all be linked to unemployment. This is further deepened by high cost of living and poverty in the rural areas.

There is also the issue of political parochialism amongst perceived political rivals. This has to do with the role of some politicians to the upsurge of hired killers especially during campaigns (Yakubu, 2021). Thugs that were hired and equipped with weapons venture to kidnapping after being deserted. These thugs sometimes metamorphosed into disparaging kidnappers who use ammunitions obtained from such politicians to capture their victims.

Other causes of kidnapping include prevalence of illicit drugs and drug addiction; unguided display of unnecessary wealth; ritual and spiritual productivity; poverty; idleness propelled by long closure of schools; hopelessness amidst flamboyant lifestyle of politicians, local businessmen and some farmers; land disputes; lack of parental responsibilities; poor leadership and continues neglect of peace building efforts; and migration and climate changes (Yusuf, 2020; Ibrahim & Mukhtar, 2017; Uzochukwu, 2020).

Meanwhile, the intensity of kidnapping as an emerging social crime have its consequences which are often negative on the victims and the society at large. Kidnapping has no doubt resulted to death in some instances. Cases of rape have been reported including forced marriages of young school girls and boys from schools into unknown places leading to fear and apprehension among parents.

KIDNAPPING: A COUNTER TO NATIONAL SECURITY AND RURAL DEVELOPMENT

Internal and external security of Nigeria is both indispensable to rural and national development. No nation can experience any form of progress amidst insecurity. National security according to Dakas (2014) serves as the basis for maintaining the survival of the nation. As noted earlier in this paper, national security means the absence of threats, preservation of a nation's integrity, territory, institutions, economic relations from disruptions and interferences. In 2010, the former President of USA, Barack Obama noted that national security promotes opportunity and prosperity (Habu, 2015). This shows that National Security is about the protection of the lives and properties of the people from external aggression and internal threats to peace. It is a requirement for progress.

With peculiar reference to rural development, kidnapping as emerging social crime have adverse implications on provisions of basic services to the people by both Government; Non-Governmental Organisations (NGOs) and private individuals respectively. As counter to national security and rural development, kidnapping can lead to adverse implications.

FOOD INSECURITY AND HUNGER

Kidnapping has caused fear amongst farmers resulting to threat to farming and food security. The current hardship generated by painful decisions for complete removal of subsidy by the government will become even more intense with farmers inability to go about their farming unabated whether it is crop production, cattle rearing or poultry as a result of fear of being kidnapped (Uzochukwu, 2020). As it stands now,

millions of naira have been lost as ransom to the kidnappers. This will mean low harvests hence, food shortages and perennial hunger. Rural populace are mostly agrarian farmers and the fear of being kidnapped or paying huge ransom could be devastating on food production.

DISTRUST, ANIMOSITY AND EVENTUAL BREAKDOWN OF LAW AND ORDER

Where kidnapping becomes perpetual, Juan (2006) noted that distrust, hatred has the propensity to bring about crises amongst the various ethnic and religious groups. This can threaten peaceful co-existence as a threat to national security.

ECONOMIC ENVIRONMENTAL AND ENERGY RESOURCES INSECURITY

National security and rural development strive on successful trading activities within and outside the State (Ibeanu, 1997). In this case, most communities in rural areas across Nigeria engage in economic and trading activities with one another. The crops, goats, cattle, sheep, beans and groundnuts produced in the rural areas have far-reaching trade benefits to all the geo-political zones of Nigeria. However, kidnapping in on farms and during trading activities have mar these trading ties.

This is a threat to national security as disunity is deepened and fear is created. Again, environmental insecurity including resource problems, climate issues for fertile crop and animal production particularly the ranching policy of the government has resulted from kidnapping. This further led to energy resources insecurity especially the exploration activities for oil in the many rural areas across the Niger-Delta region of Nigeria.

A CASE DESCRIPTION OF KANAM LOCAL GOVERNMENT AREA, PLATEAU STATE

By its very strategic location, Kanam is strategically located at the Central Zone of Plateau state sharing borders with Bauchi State and adjoining Local Governments extending their trade relations to Kano State, Taraba State, Adamawa State, Gombe State and so on (Wade, 2017). This means that the local government with an area of 2,600km² and population of 165,898 according to the 2006 census is a strategic route for economic growth (National Population Commission, 2006). From information obtained through both published and unpublished literature, kidnapping does not exclude any district and village in Kanam Local Government including Dengi town, Garga, Kantana, Bagyar, Bandiri, Bankilong, Basson, Bwalangyip, Gar-Duam, Gumshir, Guzug, Gwomgwom, Kyansar, Munbutbo, Yalwa, Dugub, Gagdi, Gilong, Gyangyang, Zakkam, Bawas, Bribyang, Jarmai, Takzul, Wakkat-Mulas, Tipmong,

Yugur, and other villages. Instances of already reported sad incidences of kidnapping in the Local Government are as follows:

S/No	Kidnapped Victim/Location	Date
1.	The Pankwal Bogghom, His Royal Highness Alhaji Shehu Sulaiman	Monday 20 th April, 2020
2.	Wife and child of the REKNA of Bashar Alhaji Adamu Idris	-
3.	Alhaji Umar Hayi in Dengi town	16 August, 2020
4.	Fulani woman around the Kwalmiya, Gyambar, Bungudu general areas	-
5.	Dr. Idi Bukdah at his residence, Zungum	6 th of June, 2020
6.	Mr. Ibrahim Kafi at his residence, Gum-Gagdi	10 th August, 2020
7.	Mallam Muhammad Maikudi at his residence, Dengi town	13 th August, 2020
8.	Isiaka Garba Birni	26 th March, 2020
9.	Wife of Tafidan Ghal at Gum-Gagdi	16 th March 2020
10.	The wife of Alhaji Awal Jadji at his residence, Runji	20 th July, 2020

Source: ND Shehu Kanam – Open Letter to Leaders and Stakeholders in Respect of Spontaneous Incidents of Kidnapping in Kanam, 2020

Deductions and analysis from the foregoing table about the nature of kidnapping in Kanam Local Government Area could thus be made as follows:

- (i) That the primary targets of the kidnappers are the royal fathers and those that they perceived to have wealth either directly or indirectly to pay for ransom.
- (ii) Access to escape routes from the points of kidnap taking advantages of remoteness of some of the locations have aided the kidnappers to scale away with their victims. This also means that the strategic location of Dengi town and its adjoining communities and villages paved way for “possibly” escaped elements of criminal activities in the North East to find solace for crime in the Local Government Area.
- (iii) Despite the lockdown caused by the COVID-19 pandemic and the gradual ease of the lockdown, the kidnappers who might still be clustered within the Kanam general area have short ranges of operations. There might “even” be questions of internal informants within the Local Government; sponsors

(kingpins) residing within the Local Government who might be providing logistic support, etc.

- (iv) The vulnerability of women and the aged as well as minors in the kidnap incidences might be an indication of taking advantage of the “weak and less privilege” in this regard. This does not suggest remarkable strength on the part of the kidnappers but possible cover/mask of the identity of the kidnappers.
- (v) August 2020 indicates the highest cases of reported kidnap in the Local Government. This might be attributed to taking advantage of the peak of rain and possible escape across water-lock areas or nearby forest/-mountain areas.
- (vi) There was a steady increase in incidences of kidnapping from when the royal father, His Royal Highness Pankwal Bogghom was kidnapped on Monday 20th April, 2020 to August, 2020. This might be an indication of lack-luster approach in timely dealing with the index cases by security agents, community leaders and other stakeholders (Yusuf, 2020; Yakubu, 2020).

Meanwhile, the brief historical antecedent of insecurity and kidnapping in Kanam Local Government could be traced to early warning signs in 1956 and in 2017 with incidences of attacks and threats (Ahmed, 2019). It will be recalled that armed men on January 2017 attacked the Divisional Police Station at Dengi, the Headquarters of Kanam Local Government Area killing a Police Officer and carting away several rifles (Premium Times, 2017). January 18th, 2017, the Saturday Punch reported that the Policemen who were on duty at the time were detained by the Criminal Investigation and Intelligence Department (CID) of the Command in Plateau State. According to the then Police Public Relations Officer (PPRO), the men claimed to have gone to eat during the attack which took place around 2:00am. That after the Policeman on duty was shot, the armed men took his AK-47 rifle and proceeded to break into the Station’s Armoury and stole seven (7) rifles. That seven (7) suspects detained for theft in the cell of the Station were also freed; 5 were later re-arrested while 2 were at large (Police Press Release, 2017).

Since the attack on Police Station in 2017, incidences of kidnapping and other various security challenges were noted in the Local Government. For example, there were reported incidences where notes and bullets were literally left in the front doors of certain individuals. The unknown persons requested for money to be paid in order to avert kidnapping. Border conflicts between Wase and Kanam have also occurred. In

1956 for instance, the unresolved land border dispute between Wase and Kanam have continued to threaten peace in the area (Yusuf, 2020). Although, the government and the traditional authorities attempted to resolve the matter in 1970, there has been no clear demarcations around the border.

RESPONSE TO KIDNAPPING AND CHALLENGE OF INSECURITY IN KANAM

Acknowledging the primary purpose of government which is the security and welfare of the people, several attempts have been made primarily by the Police, Local Government, State Government and the local communities to provide security. But in this paper, only the activities of the House of Representatives were reviewed between 2019 – 2020. This interest was predicated on the wholistic approach adopted towards addressing the challenge of insecurity.

1. Job Creation and Empowerment

Over 261 job opportunities and direct employment were provided to the people of the local government. Skilled, semi-skilled and skilled young people across the local government were provided with lucrative jobs. Women empowerment and entrepreneurial development were not left out.

2. Bill on Repeal of Police Act

The Police Act Repeal Bill sponsored by Rt. Hon. Adamu Yusuf Gagdi (House of Reps Member) to alter the provisions of the Police Act is among other things aimed at engendering optimum security of lives and property of Nigerians by the Nigerian Police Force (NPF) and to accommodate community policing and other sundry issues. The Bill has already been passed and assented into law.

3. Advocacy Visit and Appeal for Detachment of Special Police Force to Pankshin, Kanke and Kanam

Following the rising spate of kidnappings and the surge of heinous crimes in Kanam Local Government in particular and the Constituency in general, the Honourable Member visited the then Inspector General of Police, IGP Adamu Mohammed in his office. Consequently, the IGP instructed the AIG in charge of intelligence, Ibrahim Lamorde to send a detachment of Special Squad (SS) to Kanam Local Government Area who are to overlook Pankshin and Kanke Local Government Areas for a period of three (3) months at first instance to curb the menace of kidnappings in the area.

4. Human Development

The whole concept of addressing some of the causes of kidnapping was to develop human capacity and to enhance the quality of life of the people. This was indicated through various donations in cash; in relief materials; in

palliatives; in food items, and so on. During the COVID-19 lockdown in May 2020, over 3,000 bags of 15kg rice and over 800 bags of maize across the Constituency were distributed. Over 70 youths made up of bloggers and information dissemination influencers benefitted from a separate gesture of N10,000 each. This was in realization of the role of information in sensitizing the people against insecurity, kidnapping and the danger of COVID-19. All the 58 State Electoral Wards across the three Local Governments (PKK) have benefited in one way or the other. In addition to the COVID-19 palliatives, over 520 rams and cows were distributed during Christmas and Sallah celebrations in Kanam, Pankshin and Kanke.

5. Infrastructural Development

Major efforts at addressing infrastructural gaps that have correlation with insecurity have focused on sinking of boreholes; grading of roads and partnership with Federal Road Maintenance Agency (FERMA) to fill major holes; construction of schools; health-clinics; royal palaces, amongst others. To strengthen vigilantes the more and in line with the community policing, joint security vans were procured and donated to the Police divisional Command in Kanam Local Government (Source: Gagdi Y. Mid Term Report, 2021).

Reiterating the primary goal of government, Section 14(2) declares that:

- (a) Sovereignty belongs to the people of Nigeria from whom government through this Constitution derives all its powers and authority;
- (b) The security and welfare of the people shall be the primary purpose of government; and
- (c) The participation by the people in their government shall be ensured in accordance with the provisions of this constitution (FGN, 1999).

Governments at different levels have made various efforts at addressing social crimes in Nigeria. The Legislature from the National Assembly to the State Assemblies have made various laws to stem criminality and in particular kidnapping arising from their constitutional responsibility for law making as enshrined in Chapter 1 Part 2, Section 4 of 1999 Constitution as amended. Anti-kidnapping laws have provisions about penalties ranging from 10-20 years imprisonment; life sentence and in the cases of gross injuries and death, capital punishment may apply.

The Executive Arm of Government is responsible for enforcing or implementing laws. The law enforcement agents ably led by the Inspector General of Police, IGP Adamu

Mohammed have various anti-crime units under the Force Criminal Investigation and Intelligence Department (FCIID). The Special Anti-Robbery Square (SARS) under FCIID deals with crimes associated with armed robbery, car snatching, kidnapping, cattle rustling and crimes associated to firearms. For instance, on 9th May 2019 rolled out new counter-kidnapping operational strategies. The new strategies which are purposeful and intelligence-driven are targeted at identifying, locating and dismantling kidnapping gangs across the nation and bringing the kidnappers and their collaborators to justice. According to the Police boss, there is the “OPERATION PUFF-ADDER” currently going on in several States of the Federation. The operation involves:

- Deployment of undercover operatives;
- Decoy operations;
- High-level tactical missions with active participation of Conventional Police Units (CPU), the Force Intelligence Unit (FIU), the SARS, the Special Anti-Robbery Squads (ARS);
- Police Tactical Units (PTU) comprising the Police Mobile Force (PMF);
- The Counter Terrorism Unit (CTU); and
- The Special Forces (Yusuf, 2020).

Operation Puff Adder (OPA) in May 2019 for example, rescued unhurt 27 kidnap victims including 5 Chinese nationals who were hitherto kidnapped on 15th April, 2019 (Mba, 2019). Meanwhile, the number of rescued since then have increased through painful and careful operations. This indicates that the law enforcement agents have being working assiduously to curb kidnapping.

METHODOLOGY

This study adopted the cross-sectional survey research design. The study area was Kanam Local Government Area of Plateau State. The target population for this study comprised of male and female aged 18 to 60 in Kanam Local Government Area. The decision to use this age bracket was based on the fact that individuals within the age bracket were best suited to give relevant information on the subject matter of this study. The study is dependent on 2006 National population census which put the population figure of Kanam Local Government Area at 165,898 of ages between 15 – 64 years.

The sample size was determined using Taro Yamane Formula.

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

Where: N = Population of study,

K = Constant (1),

e = degree of error expected,

n= sample size

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

$$n = \frac{165,898}{1 + 165,898(0.05)^2} = 399.8 = 400 \text{ (Sample Size)}$$

The study used a multi-stage sampling approach. At the first stage, the researcher used proportionate stratified random sampling to select the sample from the districts in Kanam Local Government Area. At the last stage, the respondents were selected using the simple random sampling technique. Both primary and secondary sources of data was used for this study, the primary data include the collection of original information on the topic under study at the source or study area by the researchers. The secondary source of data includes books, journals, reports, internet and information. These sources of data collection not only guide the researchers in remaining focus but also enabled her to cross-validate with what was obtained in the field, thereby facilitating one to draw logical conclusion based on observed pattern. The development of instrument for this study is guided by the research questions, the objectives and the theories adopted for this study. In order to ensure validation, experts in the field vetted and made corrections. To determine the reliability of the instruments, the researchers distributed (40) copies of the instruments to forty respondents representing 10% of the sample size in Kanam Local Government Area, who are not part of the main study for trial testing. The sampled respondents have the same characteristics of the respondents as those under study. Cronbach alpha method was used to determine internal consistency of the instruments items and a coefficient was obtained. The reliability coefficient yielded 0.843 which shows high level reliability.

A structured questionnaire was used to collect data for the study. The instrument has three clusters (A-C). Cluster A was used to collect information on the demographic data of the respondents. Cluster B was used to collect information on the factors that led to the increase of kidnapping in Nigeria. Cluster C was used to elicit information from the respondents on the consequences of kidnapping on national security in Nigeria. The response option of cluster B and C of the questionnaire was on a continuum of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). The scoring of response options is thus: Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The completed instruments were coded and the responses were also keyed into a computer data file using Statistical Package for Social Science (SPSS). Both descriptive and inferential statistics was used in data analyses. The descriptive statistics used in this study includes; frequencies, percentages for bio-data, mean, and standard deviation to answer the research questions while the hypothesis was tested using regression analysis. The use of Linear regression to test the hypotheses is in order to determine the relationship that exists since data that was obtained provided estimates of values of dependent variable from the knowledge of independent variable.

Results and Discussion

Personal Characteristics of Respondents In this section, the results of data collected; their analyses and interpretations are presented as well as the various hypotheses tested.

Table1: Demographic Data of the respondents

Details Sex	N	%
Male	191	47.8
Female	209	52.3
Age		
15 – 25	77	19.25
26 – 36	18	35.5
37 – 47	118	29.5
48 – 58	62	15.5
59 and above	1	0.25
Marital status		
Single	56	14.0
Married	318	79.5

Divorced/Separated	13	3.3
Widowed	13	3.3
Level of Education		
Non-formal	4	1.0
Primary	55	13.8
Secondary	233	58.3
Tertiary	108	27.0
Religion		
Christianity	20	44.4
Islam	23	51.1
Traditional	2	4.4

Source: Field Survey, 2024

Table 2: Factors Responsible for the Increase of Kidnapping

Factors Responsible for the Increase of Kidnapping	SA	A	D	SD	Mean	S.D	Decision
Obtaining important information from the detainees	337 (84.3%)	48 (12%)	15 (3.8%)	-	3.81	0.48	Accepted
Putting the government in a difficult situation that will create a political embarrassment between the government and the countries of the detainees.	296 (74%)	71 (17.8%)	17 (4.3%)	16 (4%)	3.62	0.75	Accepted
Poverty	301 (75.3%)	42 (10.5%)	45 (11.3%)	12 (3%)	3.58	0.81	Accepted
Bringing a specific case to light.	284 (71%)	48 (12%)	15 (3.8%)	-	3.54	0.77	Accepted
Obtaining ransom	274 (68.5%)	53 (13.3%)	43 (10.8%)	30 (7.5%)	3.43	0.96	Accepted
forcing the government or the enemy to succumb to some demands	199 (49.8%)	51 (12.8%)	59 (14.8%)	91 (22.8%)	2.90	1.24	Accepted

Huge economic or financial implications	279 (69.8%)	116 (29%)	2 (0.5%)	3 (0.8%)	3.68	0.52	Accepted
Abducted under-aged victims are forced to marry older men	238 (59.5)	134 (33.5%)	25 (6.3%)	3 (0.8%)	3.52	0.65	Accepted
Exposure to HIV AIDs	195 (48.8%)	161 (40.3%)	44 (11%)	-	3.38	0.68	Accepted
Revenge	56 (14%)	95 (23.8%)	187 (46.8%)	62 (15.5%)	2.36	0.91	Rejected
Clustered Mean					3.32	0.84	Accepted

Source: Field Survey, 2024

DISCUSSION OF FINDINGS

The findings of the study revealed the factors responsible for increase in kidnapping in Kanam Local Government Area. This includes obtaining important information from the detainees, poverty, inequality, bringing a specific case to light, obtaining a ransom, and forcing the government or the enemy to succumb to some demands.

This finding corroborate with that of Hazen et al., in Ibrahim (2017) whose findings observed that kidnapping is undertaken for two principal reasons which include to bargain politically and for economic gain. It also agreed with that of Nwakaji (2018), who identified some of the reasons for kidnapping. These includes making government to agree to some demands; creating political embarrassment for government making it difficult to take certain decisions; getting sensitive information from detainees; collecting ransoms; and drawing attention to a specific case. The findings of the study also identified the consequences of kidnapping on national security in Nigeria. This includes psychological trauma to the individual and family; Huge economic or financial implications; subjecting underaged victims to forced marriage with older men; and exposure to HIV/ AIDS as consequences of kidnapping. This finding agrees with that of Kyrian in Ubong (2013) whose finding reveals that kidnapping affects the economy drastically. It also corroborates that of Dodo in Ubong (2013) whose findings reveal that family members of kidnapped victims has to borrow to secure the release of their relations.

SUMMARY OF FINDINGS

The study identified various factors contributing to the prevalence of kidnapping in Kanam LGA. These include:

- High levels of poverty and unemployment create desperation among individuals, making them susceptible to involvement in kidnapping for financial gain. Inadequate policing and enforcement of laws contribute to a sense of impunity among criminal elements, emboldening them to engage in kidnapping activities. Historical grievances, land disputes, and inter-ethnic conflicts create fertile ground for criminal activities such as kidnapping, as perpetrators exploit existing divisions for their own gain. Limited access to basic services such as education, healthcare, and transportation exacerbates socio-economic marginalization, driving some individuals towards criminal behavior as a means of survival. Political instability and electoral violence create a climate of insecurity, which criminal elements exploit to carry out kidnapping operations and further destabilize the region. The study found that kidnapping has evolved into an organized and lucrative criminal enterprise in Kanam LGA. Key findings include:
- Kidnappers increasingly demand ransom payments in exchange for the release of victims, indicating a shift from politically motivated kidnappings to financially driven crimes. Kidnapping operations are often carried out by well-organized criminal networks with extensive networks across the region, including involvement of local collaborators and informants. Kidnappers employ sophisticated tactics such as surveillance, coercion, and manipulation to identify targets, plan operations, and evade law enforcement detection. Kidnappers often target individuals from wealthy or influential families, as well as foreign nationals, due to their perceived ability to pay larger ransom amounts. The study revealed significant implications of kidnapping on both national security and rural development in Kanam LGA, including:
- Kidnapping incidents disrupt agricultural production, commercial activities, and investment, leading to a decline in rural development and economic growth. Kidnapping undermines trust and social cohesion within communities, leading to fear, suspicion, and mistrust among residents and hindering collective efforts towards community development. Persistent insecurity due to kidnapping poses a threat to national stability, as it undermines confidence in government institutions, deters foreign investment, and hampers efforts towards peacebuilding and reconciliation.

The study identified various responses to kidnapping and the challenges faced in addressing insecurity in Kanam LGA, including:

- Security agencies conduct operations to rescue kidnapped victims and apprehend perpetrators, but face challenges such as limited resources, inadequate training, and corruption. Communities implement local-level security measures, such as neighborhood watch groups and vigilante patrols, to complement government efforts in combating kidnapping and enhancing security. Government and non-governmental organizations provide support to victims of kidnapping, including psychosocial counseling, livelihood assistance, and reintegration programs, to address the socio-economic impact of kidnapping on affected individuals and communities. Efforts to address the root causes of kidnapping and insecurity require governance and policy reforms aimed at addressing socio-economic inequalities, strengthening law enforcement, promoting social cohesion, and fostering peacebuilding initiatives at the local and national levels.

CONCLUSION

This paper has indicated that kidnapping from the rural areas in Nigeria threatens the national security of the country at large. Prompt response to critical challenges of poverty and unemployment and contribute towards addressing insecurity. Nigeria is no doubt at the brink of national threat to corporate existence of the people, and it is only through concerted efforts by the government, the communities and the security agencies that peace and stability could be restored.

THE WAY FORWARD

This paper thus recommend as follows:

- 1) There is need to enforce local community security relation with deployment of more security personnel and reinvigorating the vigilante.
- 2) There should be early warning signals with relevant networking that can guarantee intelligence flow for rapid response.
- 3) Traditional institutions should be carried along in implementing the proposed community policing strategy in the Local Government Areas of Pankshin, Kanke and Kanam.
- 4) Government collaboration with businessmen in terms of funding vigilante will go a long way in checking insecurity in the area.
- 5) The Border Commission should revisit the issue of demarcating the border between Kanam and Wase.

- 6) The moral tone of the country has to be changed. The ethical values around which the youths are developed have to change. The over-emphasis on materialism and the worship of money has to change. The moral standards that leadership should be held must be upgraded.
- 7) Nigeria must actively engaged in radical social transformation that changes the primitive, feudal social formation that still characterizes many parts of the country, she must equip the population with the social skills to operate in a modern world while maintaining the moral and ethical soundness of our traditional societies.
- 8) The country has to build a modern economy that is globally competitive and can create jobs for any Nigerian that wants one. The job of governance entails being able to manage the economy in a way that resources are effectively mobilized to meet the basic needs of the population.
- 9) Corruption, looting of public funds, exploitation of national wealth, particularly by those who are entrusted with managing resources for the common good constitutes covert instruments of insecurity, which have to be vigorously addressed.
- 10) Education must be encouraged. The response of the population to security challenges is a function of their enlightenment and education. The falling standard of education has resulted in half-baked graduates that are not very functional and who in turn are easily recruited for anti-social activities.
- 11) Lastly, Nigeria has to continue to build vigorous partnerships with its heterogeneity. Bridges have to be built across ethnic and religious divides in such a way that the people respect human dignity and the rights of others. There are many issues which disconnect our social and political lives. Acts of coalition and consensus building must be perfected, where they do not exist, there should be a capacity to build them through constructive engagement with vulnerable communities. Nigeria must devise a means of building strong coalitions across the deep seated divides in the country.

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LEADERSHIP DIMENSIONS AND CONFLICT MANAGEMENT: A POLICY SUGGESTION FOR THE RESOLUTION OF FEDERAL GOVERNMENT OF NIGERIA VERSUS ACADEMIC STAFF UNION IMPASSE

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ABSTRACT

Conflict seems to be an inevitably naturally occurring phenomenon interfacing with human interaction and on its own it is neither evil nor harmful, the way it is perceived and managed, as well as the behaviors and actions exhibited by people involved in the conflict, can either help to resolve it or make it worse. People experience conflict in various areas of life; between families, among colleagues, between employees and employers, between people of different political affiliations, differing religions and ethnic inclinations and between countries. Some even experience Intra-personal conflict (internal conflict within one 'self'). Understanding the dynamics of conflict and conflict management process have thus become important preconditions for successful leadership in the 21 century. In an attempt to suggest a policy directive that may provide a lasting solution to the persistent conflict between the Government of Nigeria and the academic staff union by using a qualitative content analytical approach this paper, provide a conceptual review of the nexus between leadership and conflict management in organizational set up. The paper defines and analyzes the notion of leadership, and theoretical approaches to leadership. The concept of conflict, more specifically common Causes of conflict in organization, leadership

dimensions and impact on conflict management as well as conflict management styles have been reviewed and analyzed.

Keywords: *Leadership, Dimensions, Conflict Management, Policy Suggestion Academic Staff Union Impasse*

INTRODUCTION

Where there are people there is bound to be conflict due to the diversity that is inherent within people's perceptions and uniqueness in personalities; hence the saying; "conflict is inevitable". People don't always "see eye to eye", therefore leaders by virtue of their positions are expected to facilitate resolution of any conflict that may arise within the organization, they find themselves having to deal with issues of conflict between employees, or between employees and management. For instance, as argued by Rammata (2019) organizational conflicts may occur either between groups of different levels of hierarchy, between employees and supervisors, employees and employers, or between individuals of the same hierarchical level. Samanta & Lamprakis (2018); and Rammata (2019) also postulate that conflict and tension at the workplace often leads to the formation of negative competitiveness, where one group may deliberately create problems for the other group to sabotage their plans and if not managed, such may lead to cliques, animosity and discourse which may affect team-work, coherence and organizational performance. The situation usually calls for problem-solving skills to resolve any workplace conflicts which may have negative effects on employees and on organizational performance (Smiley, 2018).

This view resonates with McClinton & Noone (2014) perspective that conflict can occur in any setting, and leaders have to provide guidance, motivation and mediation to manage conflict and transform their teams into coherent teams of excellence. This implies that leaders have to be proactive towards conflict management. Longe (2015); McClinton and Noone (2014) opine that conflicts arise due to personal differences and group disagreements over organizational goals e.g conflict may be associated with processes and strategies engaged in executing organizational goals and objectives.

According to Samanta & Lamprakis (2018); the effectiveness of employees and organisation largely depend on how well leadership manages conflicts that arise

within an organization. Sharing the same views is Smiley (2018) posit that effective conflict Management can lead to positive outcomes and high productivity, it's therefore critical for leaders to master the art and science of conflict management.

Leadership style has a significant influence on conflict management. A leader can help conflicting groups work together towards their common goals. He/she achieves this by providing encouragement and support, creating an environment that releases tensions and professionally handles disruptive behavior. Good Leaders adopt collaboration as the best and most frequent strategy of conflict management. They tend to encourage flexibility and creativity with an emphasis on critically questioning the set policies, evaluating strategies and gain effective performance (Tengi et al, 2017). Good leaders focus on future, which gives them the ability to value innovation and creativity. They create a synergistic environment that motivates and enhances collaboration towards change.

Leaders set the tone for conflict management through their leadership styles. Work experience and personality traits of a leader can contribute in the success and choices of strategies employed during conflict management. Experienced leaders may select conflict management strategies which ensure that relationships are not destroyed and relations with other members of the staff who are involved in a particular conflict are nether affected negatively (Neves et al, 2019). A great leader should recognize which conflict management qualities and skills or solutions' strategy are most suitable for each case. There are a variety of strategies that leaders can use to deal with eg Avoidance, Compromising, Collaboration Integration etc. (Marquis, 2015; Saiti, 2015).

Leaders can use various resolution mechanisms to resolve conflicts at work. Leaders' effectiveness to use conflict resolution approaches enhance their awareness of highlighting various conflicting situations that, in turn, lead to the best way of solving differences among people (Wanjiru, 2019). Successful conflict management leaders can benefit by understanding the root causes of conflicts and select the best approach that will give them an amicable solution.

It is imperative to note that conflict can be healthy and a sign for the need for change. However, unwarranted conflict may be destructive and may deter performance. That being the case, suffice to say that conflict is inevitable; and usually conflicting individuals are simply striving for equilibrium. Therefore, if properly managed; conflict may actually present an opportunity for dialogue, new

ideas and may provide a framework for improved performance. The challenge is that conflict is not always perceived as a positive thing by some leaders (Peterson, & Harvey, 2009).

THE CONCEPT OF LEADERSHIP

Leadership is considered to be one of the most important factors for organizational success. The notion of leadership is very complex, which is why there are many variations in defining it. Within this paper, leadership will be seen as the ability to influence the group in terms of managing conflicts to achieve organizational goals. In conflict situations, the role of the leader is to direct and motivate employees, all for the purpose of completing their work tasks, in order to contribute to the achievement of the organization's goals through their actions and reflections.

"Leadership is the ability to influence, inspire and direct individuals or groups toward achieving goals." (Bass, M. B., 1985: 9) "Leadership is the art or process of influencing people, so that they readily and enthusiastically strive for group goals." (Koontz, 1994: 437) "Leadership is the ability to influence, inspire, and direct the actions of individuals or groups toward the desired goals." (Slocum, 1989: 465) "Leadership is the process of influencing the activities of individuals or groups towards the achievement of goals." (Gatewood, Taylor, & Farrell, 1995: 7) "Leadership is the ability to influence people toward their goals. Leadership is mutual (reciprocal), it takes place among people.

Leadership is a "human" activity, different from administrative paperwork or problem solving activities. Leadership is dynamic and involves the use of power to influence people to move toward goals." (Daft, 1997: 590) "Leadership is a process and a characteristic. As a process - focusing on what the leader is currently doing - leadership is the use of non-coercive influence to shape group or organizational goals, motivate behavior toward those goals, and help define a group or organizational culture. As an attribute, leadership is a set of characteristics of individuals who are perceived as leaders." (Griffin, 2002: 520).

THE CONCEPT OF CONFLICT

Conflict is synonymous with any work environment and may contribute constructively to organisational life if approached positively (Samanta & Lamprakis, 2018; Adu et al, 2015). Kazimoto (2013) states that "conflict is the presence of discord that occurs when the goals, interests or values of different individuals or

groups are incompatible and frustrate each other's attempt to achieve objectives" (p.16).

Sehrawat, A., & Sharma, T. (2014) and Asad (2019) also view conflict as an inevitable social phenomenon which arises in personal and professional lives of every individual. Conflicts in social or professional life arise when people feel negatively affected by others at the workplace or by organizational processes, procedures and protocols. Similarly, Karadakil et al (2015) and Longe (2015) views conflict as an overt behaviour arising out of a process in which one group desires to have an upper hand on implementation of its own interests as compared to the others and Asad (2019) defines conflict as a dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreement which interferes with attainment of their goals.

McClinton & Noone (2014) defines conflict as a difference in ideas or viewpoints that may result in a struggle for power or position; Conflict management can therefore be perceived as an affirmative and effective approach to managing differences or disagreements.

COMMON CAUSES CONFLICT IN ORGANIZATION

Generally, conflict usually arise when two or more interdependent parties view things differently and can't seem to agree, the situation creates tension which interferes with achievement of goals. It often occurs when people feel that their interests are being opposed or negatively affected by others making it difficult to achieve the goals (Kaimenyi, 2014). Adu et al (2015) opined that Conflicts in organisations occur when interests and activities of individuals or groups within an organization collide with each other and prevent attainment of one party's objectives.

It also occurs when the people have divergent interests and conflicting characteristics. Leaders therefore face the challenge of managing conflicts that are at times complex to resolve; therefore, the process requires a collaborative approach (Almeida, 2017). Conflict emanates from disagreements, not seeing "eye to eye"; Sehrawat and Sharma (2014); Asad (2019) and Adu et al (2015) postulates that disagreements are situation where parties view things differently; conflict mostly arise when the issue of interest is important to the concerned and interferes with attainment of goals and objectives.

Similarly, Rammata (2019) considers disagreements as a source of conflict in the workplace and asserts that usually it has to do with structures, systems, processes, bureaucratic organization, working conditions, payment structures and/or salaries.

CONCEPT OF MANAGEMENT

Management is the process of directing others toward the accomplishment of a particular task, the emphasis is more on the ability to influence others who perform certain tasks, therefore leadership is actually the only real function of management because it cannot be delegated to others, while for all other functions special departments can be organized, such as for planning, organizing, human resources management, etc.

CONCEPT OF CONFLICT MANAGEMENT

Sehrawat & Sharma (2014); Kazimoto (2013) and Rahim (2000) opined that Conflict management is not only a mechanism for dealing with difficult differences within an existing social system, but also an approach that can facilitate constructive change towards effective organizational performance. Similarly, Smiley (2018) asserts that conflict management refers to strategies deployed to address a conflicting situation and resolving the source of the conflict. Conflict management is part of problem solving; it is a process of reducing negative outcomes that may have adverse effects on employee performance and on productivity. Sharing the same sentiments is Alshuwairekh (2017) who postulates that conflict management is infact the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict to enhance performance.

According to Samanta & Lamprakis (2018), there is no one particular conflict management styles that can be regarded as the most appropriate of all. But how leaders respond to problems, resolve conflicts and motivate their employees is critical to the success of their organizations. Sehrawat & Sharma (2014) opined that how leaders perceive power also has a bearing on their conflict resolution and problem solving styles, for example, an authoritative leader will most definitely not use similar approaches as a transformational leader.

Conflict management is a problem solving process and according to Stein & Book (2011):

It connotes the ability to find solutions to problems in situations where emotions are involved, and to understand how emotions impact decision making. It is associated with being conscientious, disciplined,

methodical and systematic in persevering and approaching problems. This skill is also linked to a desire to do one's best and to confront problems, rather than avoid them (p.166).

LEADERSHIP DIMENSIONS AND IMPACT ON CONFLICT MANAGEMENT

For a long time, it has been a common belief that managing an organization is a rational process in which emotions have no place. Today it is considered that the expression of positive emotions has a very positive effect on organizational success while the neglect of emotions can lead to tragic results. Leadership thus become the most important variables in interpreting organizational results. At the beginning of the twentieth century, when the research of leadership and characteristics of a successful leader began, personal traits were the starting point where it was believed that leaders were born, not made and that it was a matter of genetic predisposition whether someone would become a successful leader or not. Further research raised the question of leadership's behaviour and, therefore, the second half of the twentieth century beget the classic theories that focused either on the characteristics of leaders, on their behaviour, on the environmental factors, or on their interactions with the followers in order to construct interpretations for conduct, efficiency and effectiveness of workers and organizations (Horner, 1997).

Key criteria for this interpretation were the two classic approaches to leadership outlined by the scholars of Ohio State University and the University of Michigan, namely the "consideration, or employee orientation, or people oriented leadership" and the "initiation of structure, or production orientation, or task oriented leadership" (Silva, 2015). In turn, Bass (1990), based on the emerging concepts of charismatic leadership, initiated by House (1977, as cited in House, 1996) and transformational leadership, devised by Burns (1978, as cited in Yammarino and Bass, 1990) established a new leadership model known as Multifactor Leadership Theory which included the Transformational, Transactional and Laissez-faire Leadership types (Bass, 1990; Bass and Avolio, 1990).

Consequently, the notion that leaders are born, not made has changed into the notion that leadership is a skill that can be learned. The continuation of scientific research on leadership showed that the personality of the leader and his behaviour are not the only factors, which have an impact on the successful leadership style, but that it is also necessary to take situational factors into account. In other words, the leader should first define factors that are crucial in a particular situation in order to

apply the appropriate leadership style in accordance with requirements of the situation. Garaca () states that the job of leadership is two dimensional interpersonal dimension (ability to establish rapport with followers, skills in managing conflict) and technical dimension (quality, efficiency and productivity). The incompetent leader is weak in both technical and interpersonal skills. A politician is a type of leader who lacks technical knowledge, but is good in the interpersonal, which is of greater importance when it comes to leadership because a leader with high degree of interpersonal relation is capable of reducing organizational tension thereby improving the quality of decisions making by increasing the interest and curiosity of followers on the organizational objectives thereby encouraging creativity and innovation.

To this end, a leader's inability to manage conflicts within the organizational settings can be one reason why they may experience issues such as poor commitments and loyalty (Abou Hashish et al 2015). Therefore, leaders who cannot manage conflict effectively may experience increased levels of organizational tension and decreased performance, because unresolved conflict can adversely affect the operation of the entire organizational environment (Kantek & Gezer 2009). A leader's conflict management style encompasses his/her attitudes, reactions and behaviours when faced with a conflicting situation (Fakhry and El Hassan 2011).

CONFLICT MANAGEMENT STYLES IN ORGANIZATION

Rahim (1983) developed one of the most commonly used conceptualizations of conflict management styles, outlining five styles:

- Avoiding is a managing conflict style whereby an individual does not succeed in adequately addressing a conflict but instead postpones, withdraws, or sidesteps. In most cases, individuals will tend to avoid conflict due to fear of getting involved in the dispute or they may lack the confidence in their managing conflict skills.
- Obliging – those who use this style tend to react to conflict passively and accommodate the other party's decisions.
- Compromising – those who use this style manage conflict by 'giving in' and letting the other party have their way.
- Integrating – those who use this style manage conflict actively and collaborate constructively with the other party to find a solution that is acceptable to both parties.

- Dominating – those who use this style attempt to impose their will on the other party and win the argument irrespective of the potential consequences.

According to Rahim (2011), conflict management can be supported by effective leadership. Adopting the appropriate leadership style can inspire others and encourage critical and innovative thinking, which is fundamental to overcome obstacles and manage conflict (Rahim 2011). Leadership style has a significant role in influencing other people's perceptions, attitudes and behaviour to achieve a common goal (Kaimenyi 2014). The classic leadership style framework that is commonly referred to is that of Lewin et al (1939), which encompasses three styles:

- Autocratic (authoritarian) – this leadership style precludes autonomy and compels staff to follow the leader's decisions, leading to a sense of powerlessness among staff.
- Democratic (participative) – this leadership style is participatory and encourages staff to engage in decision-making.
- Laissez-faire (delegative) – this leadership style lets staff make decisions and resolve issues by themselves (Reinke 2009, Kaimenyi 2014)

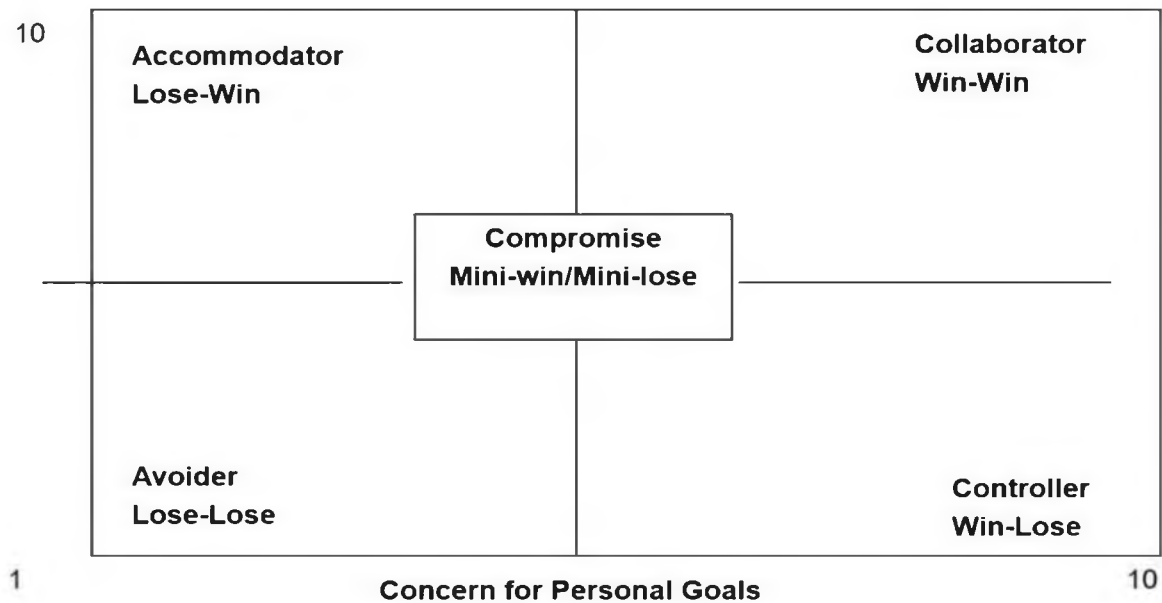
Samanta and Lamprakis (2018) asserts that, just like with leadership styles, conflict management styles have a strong dependence on the individual's personality and predispositions. They therefore advance two leadership styles in managing organizational conflict:

Bureaucratic Leadership Style emphasizes procedures; it relies on rules, policies, hierarchy and bureaucratic mechanisms to standardize behaviour and ensure performance. Therefore, Bureaucratic leaders are guided by policies in their decision-making and conflict management approach (Kaimenyi, 2014; Adu et al, Duggan, 2020, Gossman et al, 2019; Giotis, 2010; Alshuwairekh, 2017).

Democratic Leadership Style is participative because leaders allow followers to participate in the conflict management process and in problem solving and conflict resolution. The leader's role is not only of solving problems but also firstly identifying the cause and the conditions for effective solutions. Democratic leaders are usually energised by highly skilled and experienced employees who are assertive and problem solvers (Kaimenyi, 2014; Alshuwairekh, 2017; Giotis, 2010; Orapeleng, 2017).

The Conflict Management Process

Two Dimensional Model of Conflict



Source: 1994 Neil Katz & Kevin McNulty

This two dimensional model provide a comprehensive view of different approach to conflict management by leaders in an organization involving the accommodative, the collaborative, the avoiding and controlling approaches. Avoiding and controlling styles occurs when individuals are indifferent to the concerns of the other party and refuse to act or participate in the conflict; this style plus threats had failed to work between the FGN and ASSU in the past under the military regimes, so then collaboration and negotiations were entered into where finally a compromise was reached.

Therefore, any attempt to avoid and control conflict situation by a leader through the use of statutes will surely fail at some points example the current industrial dispute between FGN vs ASUU, so the Compromising bargaining process provided a forum for open and honest discussion and negotiations to reach a compromise which can ultimately lead to final and tangible solution. This is because as argued by Bernburg et al (2019) an effective leader has the ability to motivate the conflicting groups by fostering a cooperative and collaborative environment to work together towards shared goals. He further argues that it encourages mutual support, defuses tensions, harmonizes misunderstanding and deals with disruptive or aggressive behaviour that may hinder productivity.

Sehrawat & Sharma (2014) goes on to argue that using collaborative approach to facilitate change; to reach an agreement through negotiations; where both the parties get a Win–Win result is ideal. In this situation both the parties gained something to resolve the conflict.

CONCLUSION

Consequently, It's important to point out that the use of appropriate conflict management style in daily decision-making is one of the challenges faced by leaders, the selection of appropriate conflict- handling style may be influenced by the individual's leadership style and the workplace environment/organizational culture as well the political will (Sehrawat & Sharma, 2014; Rammata,2019)). A leader should recognize which conflict management strategy is most appropriate for each situation; it's not "one-size-fits all". And to effectively resolve conflict requires certain competencies on the part of the leader; such as monitoring team relationships, effective communication, coaching individuals, dealing with issues before they escalate as well as using participative approach (Karadakil et al., 2015; Samanta & Lamprakis, 2018; Sehrawat & Sharma, 2014).

Successful conflict resolution removes frustration and leads to higher effectiveness, similarly, constructive conflict management is perceived by many as a creative problem-solving process which if world leaders were to employ most of the world conflicts could be amicably resolved and conflict abated.

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AN ASSESMENT OF THE ROLE OF E-GOVERNANCE IN PROMOTING PUBLIC SERVICE DELIVERY IN NIGERIA: A CASE OF FEDERAL POLYTECHNIC, MUBI

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Abstract

The study examines the role of e-governance in promoting effective service delivery at Federal Polytechnic, Mubi, emphasizing its transformative potential. Literatures were reviewed and New Public Management theory was adopted a framework of analysis. The study's model and hypotheses are rooted in the Service Quality, Technology Adoption Model (TAM), and System Quality. The methodology involves a survey design conducted among the academic staff at Federal Polytechnic, Mubi, with a population of 620 academic staff members. The sample size was determined to be 243 using Taro Yamane's formula. The data analysis includes the use of SPSS version 26 for the computation of the correlation matrix and multiple regression analysis. Findings reveal significant associations between various e-governance dimensions and effective service delivery. "One-stop" Services, Perceived Ease of Use, and Convenience of Access are identified as significant predictors. The study concludes that improving "One-stop" services and user-friendly interfaces is crucial for enhancing service delivery. It recommends prioritizing these aspects in e-governance initiatives. While Interactive Services, Perceived Usefulness, and System Stability show mixed impacts, further research and tailored strategies are proposed for comprehensive integration. This research contributes to understanding the dynamics of e-governance and its impact on service delivery, offering insights and recommendations for policymakers and administrators in Nigerian public institutions.

Keywords: *E-governance, Effective Service Delivery, Service Quality, Technology Adoption Model (TAM), System Quality*

INTRODUCTION

In the contemporary landscape of governance, the integration of technology has become a transformative force, reshaping the dynamics and potentially increasing public service delivery systems. As a result, in many developing countries, e-government initiatives have been launched (Pathak et al 2008; West 2004; Guha & Chakrabarti 2014) which according to Wong and Welch (2004) and Shafritz et al (2017) helps simplify the complexities of massive bureaucracies by leveraging the power of contemporary information technologies such as the internet.

In order to solve the major problems that the Federal Government of Nigeria has experience for several decades with bureaucratic governance, there is a new orientation towards empowerment, competition, and meeting the needs of the citizens. The components of performance management and faster service delivery in the public sector in Nigeria now encompass e-government (Dibie 2018; Henry 2017; Ni Ya & Van Wart 2016). Consequently in Nigeria, the digitization of governance via e-governance movement gained significant momentum in 2000s following the "reinventing government" initiative which led to the formulation of the Nigerian National Information Technology (NNIT) (Olatokun and Adebayo, 2012). The policy aimed to position Nigeria as a leading Information Technology (IT) capable country in Africa, leveraging IT for education, wealth creation, poverty eradication, job creation, governance, health, and agriculture. Virtually every public sector organization undergoing some form of reform, with the aim of making public service delivery more business-like; more innovative, customer-oriented, and results-driven one.

There is an inextricable interconnectedness between e-governance and effective service delivery. E-government refers to the efforts of government to use internet to simplify its activities for both the citizens and public administrators (Holzer & Schweser 2016; Cloete 2003; Calista & Melitski 2007). E-governance, which stands for electronic governance, revolves around the use of ICTs to support and enhance the delivery of public goods and services. According to Shark (2008) and Shafritz et al (2017) e-government has two components. On one hand, is the internal requirement to use internet and electronic procurement to deliver services online, and Web-based management of information systems. On the other hand, is the external online services, such as bill payment portal, community calendars, and application forms for employment, that is offered to citizens and businesses (Shafritz et al 2017; Bhatnagar et al 2010).

E-governance has the potential to revolutionize Nigeria's public service operations. Prior to the implementation of the e-Government system, government services predominantly relied on traditional offline methods, characterized by face-to-face interactions between government staff and citizens and . In contrast, a pure e-Government model represents online services, eliminating the necessity for in-person meetings through the use of Internet technology. This transition not only reduces management costs but also enhances overall efficiency, fostering collaboration between various departments, significantly improving service delivery efficiency, as highlighted by Pieterse and Ebberts (2008), and enhancing accountability and transparency (Siyanbola, 2010) thereby elevating the overall quality of feedback and enhancing governance efficiency.

Despite, the requirement of e-government to help public administrators and citizens to increase transaction and other related business online, it has also been argued that in some cases people still need to meet face to face with a public administrator to address their respective needs (Rosenbloom 2009; Shafritz et al 2017). Again the implementation of e-governance in the Federal Government of Nigeria faces challenges such as slow adoption, budget constraints, corruption, limited stakeholder engagement, and inconsistent electricity supply. These issues hinder the potential benefits of improved service delivery and efficient government-citizen relationships, highlighting the urgent need for comprehensive solutions to fully harness the transformative potential of e-governance.

While the adoption of e-governance in Nigeria holds great promise for addressing long standing challenges in public service delivery, a critical research gap exists in understanding how this transformation affects specific public institutions in general, the education sector and the polytechnic subsector in particular.

Majority of prior studies concentrated on matters pertaining to government departments in order to enhance e-Government services and the success of the e-Government system, the exploration of e-Government users has been relatively limited. Although some publications have delved into the factors influencing citizens or companies in adopting e-Government, there is a dearth of research examining the e-Government interconnectedness with, and effectiveness in attaining, public service delivery from the users' perspective, as noted by Bélanger and Carter (2008) and Hung, Chang, and Kuo (2013).

It is based on this premise that this study undertake to examine the role of e-governance in enhancing service delivery in Nigeria with particular reference to federal Polytechnic, Mubi as the case study.

LITERATURE REVIEW

The Concept of E-governance

E-Governance, or electronic governance, involves government entities strategically utilizing information and communication technology (ICT) to improve transparency, accountability, and public awareness in the administration of government affairs. Estevez and Janowski (2013) describe it as a transformative strategy deploying technology to bring significant changes to the government's structure and interactions. It entails government agencies leveraging ICT to revolutionize relationships with citizens, businesses, and fellow governmental entities.

UNESCO (cited in Hassan and Siyanbola, 2010), gave a more elaborate definition of the concept of E-Governance with emphases on its importance as the strategic use of ICT by the public sector to improve information dissemination, enhance service delivery, foster citizen engagement, and cultivate a more accountable, transparent, and efficient government. Gant (2008) sees it as a pivotal element in information system-driven reforms, aiming to digitize service delivery and the entire governance process across government levels. The OECD E-Governance Project (cited in Savic, 2006) views E-Governance as the strategic utilization of ICTs, particularly the internet, as a powerful tool for achieving superior governance. In a similar vein, Okot-Uma (2004) conceptualizes it as the systematic integration of processes and organizational structures to harness the potential of ICTs, primarily aiming to enhance the principles of Good Governance.

Backus (2001) emphasizes the diverse nature of E-Governance, describing it as the use of electronic methods in two key areas: facilitating interactions between the government and citizens or businesses and optimizing internal government operations.

Overall, E-Governance employs information technology for enhanced government transparency, citizen interactions, and internal operations. This strategic deployment of technology reflects a global shift toward technology-driven governance, fostering improved service delivery, citizen engagement, and overall democratic and business practices.

SERVICE DELIVERY

Service delivery simply means the extent to which an individual, unit or department of an organization discharge their assigned or statutory responsibilities. It is also a means by which an organization evaluates an individual employee or unit input and output level especially in the area of attaining set goals or task assigned. In the view of Byars and Rue (2006), service delivery is the degree to which an employee accomplished the tasks that made his or her job.

El-Rufai (2006), summarizes service delivery as the degree of an organization and/or employee performance, output and productivity in the discharge of their responsibilities within the available time, money and other resources, towards the achievement of overall goals, of the organization. The state of service delivery is determined by the performance of employees in achieving, organizational goals and satisfying the public.

Therefore, it the degree to which an organization or employees performs its duties and functions towards achieving set goals determines the state of service delivery-whether it is efficient or inefficient, effective or ineffective, economical or not economical, productive or not productive (Ezekwesili, 2010).

Richardo (2001), contends that employee performance is the successful completion of tasks by a selected individual or individual, as set and measured by a supervisor or organization, to predefined acceptable standards while efficiently and effectively utilizing available resources within changing objectives. Thus, ensuring high employee job performance will lead to achieving organizational goals and objectives, which is organizational performance.

However, for purpose of this study, we view service delivery as the achievement of targets (performance/output/ productivity) of the tasks assigned to organizations or employees" within particular period of time. It involves the execution of duties and responsibilities assigned by constituted authorities which one have promised to do, so as to achieve set goals of an organization.

MODEL AND HYPOTHESIS

Service Quality- Interactive Services (IS) and "One-stop" Services (OS)

This conceptualization defines service quality as the extent and nature of the difference between consumers' perceptions and expectations. Here, expectations are seen as the desired or anticipated aspects that consumers believe a service

provider should provide (Agrawal, 2014). In other words, it involves the perception of enterprises and citizens regarding the service quality, emphasizing the importance-weighted evaluation of the performance of specific dimensions of a product or service.

Service quality encompasses all the government-provided services within the system, encompassing interactive services, "one-stop" services, rapid services, convenient services, and various other facets (Pho & Tambo, 2014). For the purposes of this study on service quality, the focus is narrowed down to interactive services and "one-stop" services.

The primary objective of e-government services is to establish connections between government internal systems and external online interfaces, enabling users to engage with e-government services. Simultaneously, an e-government system aims to offer more comprehensive interactive services for enterprises and citizens, enhancing the efficiency of business transactions (Hu et al., 2012). Notably, interactive services represent the initial step towards achieving authentic e-government, as emphasized by Layne and Lee (2001).

The majority of services in tertiary institutions, particularly in polytechnics, are managed through diverse entities such as schools, departments, and units. The design of an e-government system should prioritize convenience and be tailored to meet user needs, thereby enhancing users' willingness to engage. With this objective in mind, recent efforts have focused on promoting information sharing among departments and fostering interdepartmental collaboration in business processes (Fan et al., 2014). E-government systems are typically designed as pipe-type structures, aiming to offer convenient and time-efficient services by optimizing customer-centric business processes (Carter & Bélanger, 2005).

Premised upon the foregoing, the following null hypothesis were formulated:

- H1: there is no significant relationship between Interactive services and promotion of effective service delivery in Federal Polytechnic, Mubi
- H2: there is no significant relationship between "One-stop" services and promotion of effective service delivery in Federal Polytechnic, Mubi

TECHNOLOGY ADOPTION MODEL (TAM): PERCEIVED EASE OF USE (PEU) AND PERCEIVED USEFULNESS (PU)

TAM establishes the causal connections between an individual user's attitudes and perceptions toward technology and the practical adoption of technology. The theory underscores that perceptions related to the utility of technology for the user and the ease of its usage are the key determinants influencing the adoption of technology (Agrawal, 2014).

Hence, in this study, the examination of user assessments of e-governance online services may be facilitated by the two constructs of TAM: 'Perceived Usefulness' and 'Perceived Ease of Use.' The first construct, as defined by Davis et al. (1989), is the "prospective user's subjective probability that using a specific application system will increase his or her job performance." The second construct, Perceived Ease of Use, is conceptually defined as the "degree to which the prospective user expects the target system to be free of effort." Considering the similarity of online-service use to the adoption of new technology, both constructs—'Perceived Ease of Use' and 'Perceived Usefulness'—are deemed crucial in evaluating online-services quality (Yang and Fang, 2004). Notably, various dimensions of online-services quality, such as customization, content, reliability, and response, have been found to significantly impact perceived ease of use and perceived usefulness. These, in turn, influence attitudes towards website usage and re-usage (Lin and Wu, 2002).

Given the relevance of these constructs in evaluating online-services quality, particularly in the adoption of new technology, the study can shed light on the effectiveness and user satisfaction with e-governance initiatives in federal polytechnics.

Based on the foregoing, we formulate the following null hypothesis:

H3: there is no significant relationship between perceived ease of use and promotion of effective service delivery in Federal Polytechnic, Mubi

H4: there is no significant relationship between perceived usefulness and promotion of effective service delivery in Federal Polytechnic, Mubi

System Quality; Convenience of access (CA) and System Stability (SST), and Effective Service Delivery

System quality pertains to the operational characteristics of the e-government system itself and encompasses various factors such as credibility, access convenience, flexibility, ease of use, and response time (Delone & McLean, 2003;

Bailey and Pearson, 1983). As online services eliminate face-to-face interactions, the information system becomes the primary interface for government services, making the quality of the e-government system crucial for users' initial impressions. Users' belief in the high quality of the e-government system is pivotal; it influences their inclination to consistently use online systems for applications and other government services (Rai, Lang & Welker, 2002). Consequently, system quality stands as a crucial indicator for assessing the overall effectiveness of service delivery and user perception within the entire system. It significantly shapes citizens' trust in e-government services (Lin et al., 2011). In the context of Polytechnic systems, where the e-government system is utilized for functions like registration and fee payments, it becomes imperative to evaluate the satisfaction levels of staff users. This study specifically confines system quality to two areas: convenience of access and stability.

Convenience of access is a crucial dimension for measuring system quality, reflecting the ease with which citizens can interact with government services and information through electronic means. As stated by Kahn, Strong, and Wang (2002), accessibility refers to the degree to which information is available and can be swiftly and easily retrieved. Patterson (2005) emphasizes that information should be readily accessible. Lee, Strong, Kahn, and Wang (2002) assert that the measures of accessibility involve information being easily retrievable, accessible, obtainable, and quickly accessible when needed.

In terms of functionality, the stability of the system stands out as a pivotal factor influencing the effective service delivery. It pertains to the seamless, continuous, and swift operation of the system. The reciprocal adaptation between system stability and the Internet environment or other information systems plays a crucial role in assessing system quality (Tsai, Lee, Shen & Lin, 2012). Consequently, service quality emerges as the primary determinant of the efficacy of service delivery. The user's expectations regarding system stability significantly impact their satisfaction with the e-governance, especially in cases of repeated use (Kumar, Maheshwari & Kumar, 2003).

Hence, the following hypothesis were formulated:

H5: there is no significant relationship between convenience of access and promotion of effective service delivery in Federal Polytechnic, Mubi

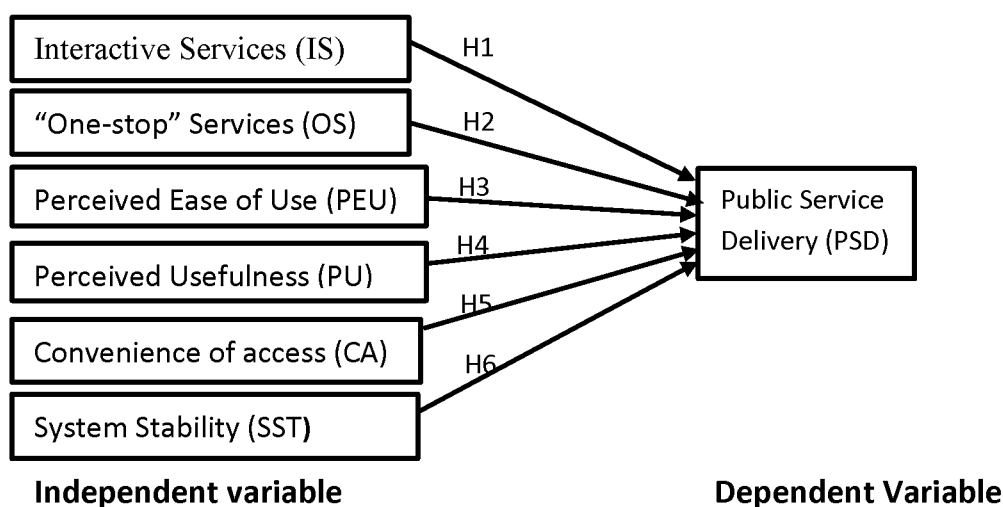
H6: there is no significant relationship between flexibility and promotion of effective service delivery in Federal Polytechnic, Mubi

THEORETICAL FRAMEWORK: NEW PUBLIC MANAGEMENT THEORY

This study is anchored on the New Public Management Theory traced back to Dwight Waldo's writing in 1948 and in political theory, Sheldon Wolin's writing in 1960. They, along with others, have examined crucial issues related to the realization of efficient and effective public agencies through the application of various models to public management (Oyedele, 2015).

The New Public Service represents a postmodern management approach, incorporating innovative techniques and values, particularly those drawn from the private sector (Denhardt & Denhardt, 2000).

This theory is apt and relevant to explaining the role of e-governance in promoting public service delivery. Governments worldwide are driven to embrace e-Government for two primary reasons. Firstly, the emergence of the new public management theory in the 1960s and 1970s has played a crucial role. This theory asserts that governments should function as service providers, with citizens and enterprises regarded as customers entitled to enjoy services. It advocates for a shift from a management orientation to a customer-oriented approach, emphasizing the transformation of government functions to prioritize service provision, as articulated by Layne and Lee (2001). Secondly, spurred by the rapid advancements in information technology, governments are striving to enhance citizens' and enterprises' efficient and effective access to government services and information. Concurrently, there is a focus on leveraging the Internet and other IT communication channels to bolster transparency, accountability, and the overall governance capacity of governments, as highlighted by Aikins and Krane (2010).



Source: Research compilation, 2023

RESEARCH METHODOLOGY

The measurements of e-governance were adopted from the previous studies and they reflect users' perspectives. Service Quality, including surrogates such as Interactive Services (IS) and "One-stop" Services (OS) taken from the studies of Delone & McLean, (2003); Bailey and Pearson (1983), Technology Adoption Model (TAM) measured by Perceived Ease of Use (PEU) and Perceived Usefulness (PU) taken from the study of Agrawal (2014). , and System Quality measured by Convenience of Access (CA) and System Stability (SST) taken from the study of Delone & McLean (2003) and Bailey and Pearson (1983). These dimensions were chosen to assess the interconnectedness between e-governance and effective service delivery.

This study adopts a survey research design to describe specific behaviors and document the current state within Federal Polytechnic, Mubi. The population comprises 620 academic staff, and a sample size of 243 was determined using Taro Yamane's formula. Data collection utilizing structured questionnaires with a Likert scale. Statistical methods, such as descriptive statistics and correlation, were employed for data analysis using SPSS v.23. The study ensures reliability through a Cronbach's Alpha test, confirming the questionnaire's internal consistency, with all items exceeding 60%.

RESULTS AND DISCUSSIONS

Correlation matrix							
	IS	OS	PEU	PU	CA	SST	EP
IS	1	.372**	.389**	.358**	.244**	0.11	.238**
		.000	.000	.000	0.001	0.142	0.001
OS		1	.450**	.376**	.293**	.288**	.422**
			.000	.000	.000	.000	.000
PEU			1	.598**	.343**	.337**	.680**
				.000	.000	.000	.000
PU				1	.431**	.339**	.695**
					.000	.000	.000
CA					1	.257**	.446**
						.000	.000
SST						1	.303**
							.000
ESD							1

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

Source: Field survey, 2023

The correlation matrix highlights significant associations in the study, revealing that Interactive Services (IS) has a moderate positive correlation with "One-stop" Services (OS) ($r = 0.372$, $p < 0.001$). IS also correlates with Perceived Ease of Use (PEU) ($r = 0.389$, $p < 0.001$), Perceived Usefulness (PU) ($r = 0.358$, $p < 0.001$), Convenience of Access (CA) ($r = 0.244$, $p = 0.001$), and Effective Service Delivery (ESD) ($r = 0.238$, $p = 0.001$). OS shows robust positive correlations with PEU ($r = 0.450$, $p < 0.001$), PU ($r = 0.376$, $p < 0.001$), CA ($r = 0.293$, $p < 0.001$), SST ($r = 0.288$, $p < 0.001$), and ESD ($r = 0.422$, $p < 0.001$). PEU has strong positive correlations with PU ($r = 0.598$, $p < 0.001$), CA ($r = 0.343$, $p < 0.001$), SST ($r = 0.337$, $p < 0.001$), and ESD ($r = 0.680$, $p < 0.001$). PU shows robust positive correlations with CA ($r = 0.431$, $p < 0.001$), SST ($r = 0.339$, $p < 0.001$), and ESD ($r = 0.695$, $p < 0.001$). CA has a strong positive correlation with ESD ($r = 0.446$, $p < 0.001$), emphasizing streamlined access's significance. SST exhibits a weak positive correlation with ESD ($r = 0.303$, $p < 0.001$), indicating a modest influence on service delivery. These correlations underscore intricate relationships in the e-governance framework, contributing to enhanced service delivery.

Result of Multiple Regression Analysis

Independent Variables	Beta (β) Value	T-Value	P- Value	Model Summary ^b
Interactive Services (IS)	.108	1.637	.103	
"One-stop" Services (OS)	.281	4.099	.000	
Perceived Ease of Use (PEU)	.326	4.175	.000	
Perceived Usefulness (PU)	.032	.406	.685	
Convenience of access (CA)	.132	2.008	.046	
System Stability (SST)	-.040	-.633	.528	
F Value				20.379
R				.642 ^a
R Squared				.413
Adjusted R Squared				.392
Sig. F Change				.000 ^b
Durbin Watson				1.916

Source: SPSS Output, 2023

The table above reveal the following variables as Significant Predictors: The SPSS output reveals significant predictors influencing public service delivery through e-

governance. "One-stop" Services (OS) shows a β value of 0.281 ($p = 0.000$), implying that a one-unit increase is associated with a 0.281 increase in public service delivery. Perceived Ease of Use (PEU) demonstrates a stronger impact with a β value of 0.326 ($p = 0.000$), suggesting a 0.326 increase in service delivery for every one-unit rise in PEU. Convenience of Access (CA) is also significant, with a β value of 0.132 ($p = 0.046$), indicating a 0.132 increase in service delivery for each one-unit increment in CA. These figures offer precise insights into the specific contributions of OS, PEU, and CA to enhancing public service delivery through e-governance.

Interactive Services (IS) is revealed as a marginally significant predictor in the promotion of public service delivery through e-governance, with a β value of 0.108 ($p = 0.103$). Although not reaching conventional significance levels, the positive association suggests that a one-unit increase in Interactive Services may be linked to a 0.108 increase in public service delivery.

However, Perceived Usefulness (PU) and System Stability (SST) are revealed to be non-significant predictors in the promotion of public service delivery through e-governance. For Perceived Usefulness (PU), the β value is 0.032 ($p = 0.685$), indicating that changes in PU are not significantly associated with changes in public service delivery. Similarly, System Stability (SST) has a β value of -0.040 ($p = 0.528$), suggesting no significant association with the promotion of public service delivery. These findings imply that variations in PU and SST do not lead to substantial changes in public service delivery, emphasizing their limited impact within the studied context of e-governance.

The overall model is statistically significant ($F = 20.379$, $p = 0.000$), indicating that at least one of the independent variables has a significant effect on the dependent variable. Approximately 41.3% of the variance in the promotion of public service delivery is explained by the independent variables in the model. The adjusted R-squared value, accounting for the number of predictors, stands at 0.392. The significant F Change value of 0.000 suggests a notable improvement in the model with the inclusion of the independent variables. Regarding autocorrelation in the residuals, the Durbin Watson statistic is 1.916, falling within the acceptable range of 0 to 4. This result indicates no strong evidence of autocorrelation, reinforcing the reliability of the model's findings.

Summary of the study findings on the hypothesis

Hypothesis	Remark
H1: there is no significant relationship between Interactive services and promotion of effective service delivery in Federal Polytechnic, Mubi	Accept
H2: there is no significant relationship between "One-stop" services and promotion of effective service delivery in Federal Polytechnic, Mubi	Reject
H3: there is no significant relationship between perceived ease of use and promotion of effective service delivery in Federal Polytechnic, Mubi	Reject
H4: there is no significant relationship between perceived usefulness and promotion of effective service delivery in Federal Polytechnic, Mubi	Accept
H5: there is no significant relationship between convenience of access and promotion of effective service delivery in Federal Polytechnic, Mubi	Accept
H6: there is no significant relationship between flexibility and promotion of effective service delivery in Federal Polytechnic, Mubi	Reject

CONCLUSION AND RECOMMENDATIONS

In conclusion, this study delves into the role of e-governance in enhancing service delivery in Nigeria, with a specific focus on Federal Polytechnic, Mubi. The findings indicate that "One-stop" services (OS), Perceived Ease of Use (PEU), and Convenience of Access (CA) are significant predictors in promoting effective public service delivery through e-governance. These variables demonstrate positive associations with the enhancement of service delivery, emphasizing their crucial roles in the context of the studied institution.

Based on the study's findings, it is recommended that Federal Polytechnic, Mubi, and similar institutions in Nigeria prioritize the enhancement of "One-stop" services (OS) and Perceived Ease of Use (PEU) in their e-governance initiatives. These factors were identified as significant predictors of effective public service delivery. Integrating streamlined and comprehensive services (OS) and ensuring user-friendly interfaces and processes (PEU) can contribute to a notable increase in service delivery efficiency. Additionally, attention should be given to Convenience of Access (CA), which demonstrated a positive impact on service delivery. Policymakers and administrators should consider measures to improve the accessibility of e-government services, recognizing its crucial role in promoting effective service delivery. However, aspects such as Interactive Services (IS), Perceived Usefulness (PU), and System Stability (SST) showed mixed or limited impact on service delivery.

in this context, suggesting that while they may contribute, their role might be nuanced or less pronounced. Further research and tailored strategies are recommended to address the specific challenges and opportunities identified in the study, ensuring a more comprehensive and effective integration of e-governance in the public service sector.

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ASSESSING THE NEED FOR OFFICE TECHNOLOGY SKILLS TOWARDS IMPROVING OFFICE MANAGERS' PROFESSION

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ABSTRACT

This study entry explores the evolving role of office managers in the digital age and the critical need for them to acquire and master office technology skills. The objective of the study is to verify the current level of Office Technology skills and to identify the Office Technology skills on Job Performance. This study utilizes a survey research design with a cohort of 78 office managers in Federal Polytechnics Bauchi to gauge through Likert scale and simple random sampling technique. The analysis of responses reveals diverse attitudes and perceptions among office managers regarding technology skills. These findings emphasize the need for tailored training and support to bridge skills gaps and build confidence among office managers. As technology evolves, a proactive approach to technology proficiency is essential for modern workplace productivity and competitiveness. The study conclude that perception of office software utilization is generally positive, although diverse opinions underscore the multifaceted role that technology plays in productivity. Notably, respondents generally exhibit a positive disposition towards adapting to evolving technology, but a cautious segment exists, driven by concerns related to change and unfamiliarity base on the conclusion the study recommends that develop and implement customized training programs that cater to the diverse skill levels and learning preferences of office managers and encourage mentorship programs where experienced office managers can guide and support those who are less confident in their technology skills.

INTRODUCTION

The landscape of office management has undergone a profound transformation in recent years, primarily driven by the rapid advancements in technology. Office managers, traditionally responsible for administrative and organizational tasks, are now entrusted with a broader and more technologically intensive set of responsibilities. To meet the demands of the modern workplace, it is imperative for office managers to possess a robust skill set in office technology.

Research by Anderson and Davis (2019) has revealed that office managers who excel in office technology skills can significantly enhance their job performance by streamlining processes, improving communication, and increasing overall productivity. As businesses increasingly rely on digital tools for daily operations, office managers must adapt to this paradigm shift by acquiring and mastering relevant technology competencies.

In light of the dynamic transformation that has swept across the landscape of office management, a pressing problem emerges: the necessity for office managers to adapt and excel in the realm of office technology. Traditionally associated with administrative and organizational responsibilities, contemporary office managers are now confronted with the challenges posed by an ever-evolving technological environment. The crux of this issue lies in the imperative need for office managers to acquire and refine their proficiency in office technology to remain relevant and effective in the modern workplace.

Research by Anderson and Davis (2019) underscores the gravity of this problem, elucidating that office managers who exhibit prowess in office technology skills possess the capacity to significantly enhance their job performance. This enhancement is realized through the streamlining of processes, the facilitation of improved communication, and the overall amplification of productivity. Consequently, the absence of technological competencies among office managers can lead to inefficiencies, communication breakdowns, and a decrease in overall workplace productivity. In view of the intricacies of the problem statement, our research endeavors to delineate a set of comprehensive and unequivocal objectives aimed at addressing the pivotal issue at hand:

The research aims to verify the current level of Office Technology Skills towards improving Office Managers' Profession in Federal Polytechnic Bauchi and to identify the Office Technology Skills on Job Performance towards improving Office Managers'

Profession in Federal Polytechnic Bauchi. In assessing what are the current level of Office Technology Skills towards improving Office Managers' Profession in Federal Polytechnic Bauchi, and what are the Office Technology Skills on Job Performance towards improving Office Managers' Profession in Federal Polytechnic Bauchi.

LITERATURE REVIEW

Concept of Office Technology Skills

Office Technology Skills refer to the proficiency and capability of individuals in utilizing various technological tools and systems within an office environment to enhance productivity, communication, and overall efficiency. These skills encompass a broad range of competencies, including but not limited to computer literacy, software applications, information management, and communication technologies. The concept of office technology skills is integral in modern workplaces, empowering professionals to adapt to the evolving technological landscape and perform their tasks effectively.

According to Davenport and Harris (2007), office technology skills are crucial for individuals to navigate and leverage the digital tools available in contemporary office settings. As technology continues to advance, the ability to use office technologies becomes not only a necessity but a competitive advantage in the professional arena.

Furthermore, Chesbrough and Spohrer (2006) highlight the importance of technological skills in knowledge-intensive activities within organizations. They argue that proficiency in office technology is a key factor in enabling knowledge workers, such as office managers, to efficiently manage information, collaborate with peers, and contribute to organizational success. In the context of Federal Polytechnic Bauchi, where the study is focused, the relevance of office technology skills is particularly pronounced in the educational administration and management functions. The integration of technology can streamline administrative processes, improve communication, and contribute to the overall effectiveness of office managers in fulfilling their responsibilities.

The concept of office technology skills is not static; it evolves with the emergence of new technologies. As noted by Bawack and Kamdjoug (2018), continuous learning and adaptation to technological changes are essential for professionals to stay relevant in the digital era. Therefore, the assessment of the need for office technology skills among office managers at Federal Polytechnic Bauchi should

consider the dynamic nature of these skills and the evolving demands of the modern workplace.

The concept of office technology skills involves the proficiency in utilizing technological tools and systems within an office environment. This concept is supported by scholars such as Davenport, Harris, Chesbrough, Spohrer, and Bawack, who emphasize the evolving nature of these skills and their significance in enhancing professional capabilities in various organizational contexts, including educational institutions like Federal polytechnic Bauchi.

THE SIGNIFICANCE OF OFFICE TECHNOLOGY SKILLS

1. **Proficiency in Office Software:** Competence in word processing, spreadsheet applications, and presentation software is fundamental. Office managers proficient in these tools can create and edit documents efficiently, analyze data, and deliver compelling presentations (Smith & Johnson, 2020).
2. **Project management tools:** Many office managers are tasked with project oversight. Familiarity with project management software enables them to manage tasks, allocate resources, and track project progress effectively (Brown & Green, 2021).
3. **Digital Communication Platforms:** The ability to navigate digital communication tools such as email, video conferencing, and collaboration platforms is essential. Proficiency in these platforms facilitates seamless communication and teamwork (Robinson & Clark, 2018).
4. **Cybersecurity Awareness:** With the rise in cyber threats, office managers need to be aware of cybersecurity best practices to protect sensitive information and maintain the integrity of digital systems (Gupta et al., 2022).

STRATEGIES FOR ASSESSING AND ENHANCING OFFICE TECHNOLOGY SKILLS

To address the need for office technology skills in the profession of office managers, organizations can implement the following strategies:

1. **Skills Assessment:** Conduct a skills assessment to identify current competencies and areas requiring improvement. This can be achieved through surveys, self-assessments, or third-party evaluations (Chen & Lee, 2021).
2. **Training and Development Programs:** Offer training programs that focus on relevant office technology skills. These programs can include both online courses and in-person workshops (Peters & Harvey, 2020).

3. Continuous Learning Culture: Foster a culture of continuous learning where office managers are encouraged to stay updated on the latest office technology trends and tools (Cohen et al., 2019).
4. Mentoring and Peer Support: Facilitate mentorship programs or encourage peer support among office managers to share knowledge and best practices related to office technology (Greenwood & Smith, 2020).

METHODOLOGY

Study utilize a survey research design, involving a cohort of 78 office managers working within Federal Polytechnic Bauchi. The determination of the population and sample size is based on the total number of office managers present in the chosen institution. Data collection will be executed through the use of a structured questionnaire that employs a Likert scale and simple random sampling technique. This methodology guarantees a comprehensive evaluation of the current status of the need for Office Technology Skills towards Improving Office Managers' Profession in Federal Polytechnic Bauchi. The information gathered from the 78 office managers will undergo analysis through a statistical approach. A five-point Likert scale will be implemented to evaluate the extent of technology skills. For each research question, five related questions will be assessed.

Data Analysis

What are the Current level of Office Technology Skills towards improving Office Managers' Profession in Federal Polytechnic Bauchi?

Likert Scale Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1. I am confident in my ability to use office technology for daily tasks.	5%	15%	20%	45%	15%	3.8	1.14
2. I regularly update my knowledge of new office technology tools and features.	10%	20%	25%	35%	10%	3.6	1.17
3. I can troubleshoot common office technology issues without external assistance.	20%	25%	20%	25%	10%	3.2	0.98
4. I effectively utilize office software to enhance my productivity.	10%	15%	20%	40%	15%	3.7	1.10
5. I feel comfortable adapting to new office technology as it evolves.	5%	15%	25%	40%	15%	3.7	1.06

The majority of respondents (45%) "Agree" that they are confident in their ability to use office technology for daily tasks. This suggests a high level of confidence among office managers in their technology skills. Additionally, 20% of respondents are "Neutral" about this statement, while 15% "Disagree" and 5% "Strongly disagree," indicating some room for improvement in confidence levels. A significant portion of respondents (35%) "Agree" that they regularly update their knowledge of new office technology tools and features. This reflects a proactive approach to staying current with technology. Additionally, 25% are "Neutral" on this statement, 20% "Disagree," and 10% "Strongly Disagree," suggesting that there's a range of attitudes toward updating technology knowledge. A sizeable portion of respondents (25%) "Agree" that they can troubleshoot common technology issues without external assistance.

However, 20% "Neutral" and 20% "Disagree," and 10% "Strongly Disagree," indicating room for improvement in troubleshooting skills. A significant number of respondents (40%) "Agree" that they effectively utilize office software to enhance productivity. This indicates a strong belief in the positive impact of technology on work efficiency. Moreover, 20% "Neutral," 15% "Disagree," and 10% "Strongly Disagree," highlighting diverse perceptions of the role of office software in productivity.

A substantial percentage of respondents (40%) "Agree" that they feel comfortable adapting to new office technology as it evolves. This reflects a positive attitude toward embracing technological advancements. Moreover, 25% are "Neutral," 15% "Disagree," and 5% "Strongly Disagree," suggesting some respondents may have reservations about adapting to evolving technology. The mean values for these questions range from 3.2 to 3.8. The mean is a measure of central tendency and indicates the average level of agreement across respondents for each question. A higher mean signifies a higher level of agreement with the statement. The standard deviation ranges from 0.98 to 1.17. It measures the dispersion or variability of responses. A higher standard deviation suggests that responses are more spread out, indicating a wider range of opinions among respondents.

What are the Office Technology Skills on Job Performance towards improving Office Managers' Profession in Federal Polytechnic Bauchi?

Likert Scale Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
1. Office technology proficiency has no impact on my job performance.	15%	25%	30%	20%	10%	2.9	1.05
2. I find that my technological skills enhance my efficiency at work.	10%	15%	20%	40%	15%	3.7	1.07
3. The use of technology in my job significantly improves communication.	20%	20%	25%	25%	10%	3.2	1.04
4. I believe that my job performance is	10%	15%	20%	35%	20%	3.8	1.18

Likert Scale Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
positively influenced by my technology competencies.							
5. Technological proficiency plays a crucial role in increasing overall productivity in my role.	10%	15%	25%	35%	15%	3.6	1.10

A notable percentage of respondents (30%) are "Neutral" about the statement, indicating uncertainty about the impact of technology proficiency on job performance. However, 25% "Disagree," and 20% "Strongly Disagree," highlighting a significant portion of respondents who believe that technology proficiency does not adversely affect their job performance. Conversely, 20% "Agree," and 10% "Strongly Agree," suggesting some respondents perceive a positive impact on job performance. The mean is 2.9, reflecting an overall tendency towards disagreement with the statement, while the standard deviation is 1.05, indicating a moderate level of dispersion in responses.

A substantial percentage of respondents (40%) "Agree" that their technological skills enhance their efficiency at work, indicating a strong belief in the positive impact of technology on work efficiency. Additionally, 20% "Neutral," 15% "Disagree," and 10% "Strongly Disagree," suggesting diverse perceptions of the role of technological skills in enhancing efficiency. The mean is 3.7, indicating a high level of agreement with the statement, while the standard deviation is 1.07, signifying moderate variability in responses.

A significant percentage of respondents (25%) are "Neutral" about this statement, reflecting uncertainty regarding the impact of technology on communication. However, 25% "Agree," and 20% "Disagree," demonstrating varied opinions on the extent to which technology improves communication. The mean is 3.2, indicating a moderate level of agreement with the statement, while the standard deviation is 1.04, suggesting a moderate dispersion in responses.

A notable proportion of respondents (35%) "Agree" that their job performance is positively influenced by technology competencies, indicating a strong belief in the

connection between technology skills and job performance. Moreover, 20% "Strongly Agree," demonstrating a high level of agreement, while 15% "Disagree," and 10% "Strongly Disagree," suggest varying opinions about the impact of technology competencies on job performance. The mean is 3.8, indicating a high level of agreement with the statement, while the standard deviation is 1.18, signifying moderate dispersion in responses.

A substantial percentage of respondents (35%) "Agree" that technological proficiency plays a crucial role in increasing overall productivity in their role. However, 25% "Neutral," and 15% "Disagree," suggesting diverse perceptions of the role of technological proficiency in productivity. The mean is 3.6, reflecting a moderate level of agreement with the statement, while the standard deviation is 1.10, indicating moderate variability in responses.

FINDINGS

The findings indicate a varied landscape of attitudes and perceptions among office managers regarding their office technology skills and adaptability:

A substantial majority express confidence in their technology proficiency, while some individuals remain uncertain or have low confidence levels. Continuous learning is embraced by many, but there are differing opinions, with some showing resistance to updating their technology knowledge. Troubleshooting skills are a mixed bag, with room for improvement and a need for training and support.

Office software utilization is seen positively by many, but others have diverse opinions, highlighting the varying roles office technology plays in productivity. Respondents generally display a positive attitude towards adapting to evolving technology, although some remain cautious due to concerns about change or unfamiliarity.

These findings emphasize the importance of tailored training and support to bridge gaps in office technology skills and build confidence among office managers.

CONCLUSION

In conclusion, the study has unveiled a diverse landscape of attitudes and perceptions within the community of office managers concerning their office technology skills and adaptability. While a significant majority exhibit confidence in their office technology proficiency, a notable segment remains uncertain or exhibits low confidence levels. The embrace of continuous learning is evident among many, yet resistance to updating office technology knowledge is also prevalent.

Troubleshooting skills exhibit variability, emphasizing the need for improvement and dedicated training and support.

The perception of office software utilization is generally positive, although diverse opinions underscore the multifaceted role that technology plays in productivity. Notably, respondents generally exhibit a positive disposition toward adapting to evolving technology, but a cautious segment exists, driven by concerns related to change and unfamiliarity.

These findings underscore the significance of offering tailored training and support programs to bridge Office technology skills gaps and enhance confidence levels among office managers. As technology skills continues to evolve, a proactive and inclusive approach to technology proficiency is essential for sustaining productivity and competitiveness in the modern workplace.

RECOMMENDATIONS

Based on the survey findings and the conclusions drawn, the following recommendations are offered to enhance the Office technology skills and adaptability of office managers:

1. Develop and implement customized training programs that cater to the diverse skill levels and learning preferences of office managers. These programs should focus on enhancing office technology proficiency, troubleshooting skills, and staying updated with the latest tools and features.
2. Encourage mentorship programs where experienced office managers can guide and support those who are less confident in their office technology skills. Peer learning initiatives can also foster knowledge sharing and collaboration among colleagues.
3. Conduct periodic office technology skills assessments to identify areas where office managers may require additional training or support. These assessments can be used to tailor training programs to address specific skills gaps.

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INFLUENCE OF MANAGEMENT PRACTICES ON STUDENTS UTILIZATION OF E-RESOURCES IN FEDERAL POLYTECHNIC LIBRARIES IN NORTH-EAST, NIGERIA

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ABSTRACT

The study examines the influence of management practices on students' utilization of e-resources in federal polytechnic libraries in North-East Nigeria. The objectives of the study were to determine: the influence of planning of e-resources on students' utilization, the influence of budgeting plan of e-resources on students' utilization and the influence of implementation of policy of e-resources on students' utilization in federal polytechnic libraries in North-East Nigeria. The study was guided by three

research questions. Survey research design was adopted in writing the research. The target population for the study was one hundred and ninety-two (192) library staff of federal polytechnic libraries in North-East Nigeria. A total number of 192 copies of questionnaire were administered to the library staff of the federal polytechnic libraries out of which 175 (91.1%) were retrieved and found valid for analysis. Data collected were analyzed using descriptive statistics of frequency counts to answer the research questions, while results were presented in tables. Findings of the study revealed that management of e-resources such as budgeting, planning and implementation policy of e-resources influenced students' utilization of e-resources in federal polytechnic libraries in North-East Nigeria. Recommendations were made base on the findings that: e-resources such as electronic database in house, such as e-libraries, e-books, e-serials, database, search engines should be provided for the libraries under study to enable students' utilization.

Keywords: *Influence, Management, Utilization, E-resources*

INTRODUCTION

The emergence of e-resources in libraries has tremendously transformed information handling, management and utilization in all spheres of human endeavor. This requires influence of management for students' utilization of e-resources for teaching, learning and research. According to the New International Webster's Comprehensive Dictionary of the English Language (2010), influence is the power or process of producing an effect upon a person, imperceptible or intangible means. The importance of e-resources in polytechnic libraries are immense. Libraries prefer e-resources for many reasons such as: e-resources can be linked from and to indexing and abstracting database; access can be from the user's home, office, dormitory and classroom whether or not the physical library is opened; the library can enjoy heavy usage, statistics that are not available in print collections can be obtained, and digital resources saves space and are relatively easy to maintain (Bamigboye and Owolabi, 2012).

Ugwuanyi and Igbokwe (2014) mentioned that the "term management is seen as the activity or function of planning, organizing, directing and controlling". The coordination of all the resources of an organization through the process of planning, organizing, directing and controlling in order to attain organization goals is known as

management. Management can also be seen as the supervising, controlling and coordinating of activities to attain optimum results within an organization. Furthermore, it is the process of allocating an organization's inputs (human and material resources) by planning, organizing and directing and controlling for the purpose of producing outputs (goods and services) desired by the customers so that organization's objectives are accomplished. However, this research focused on principles of management such as planning, budgeting and implementation of policy on students' utilization of e-resources in Federal polytechnic libraries in North East, Nigeria.

Planning is very critical in any management process including polytechnic libraries. It is more or less an assessment of the future and working towards achieving it. Planning is very crucial as all the components of management depend on it. E-resources are very crucial in terms of teaching, learning and research. Therefore, libraries need to plan for their acquisition, storage, preservation, and dissemination. This will help to achieve the goals and objectives of the library.

According to Adeola (2020) Budgeting has to be well designed effectively and efficiently implemented, adequately monitored and its performance well evaluated. Utilization is the extent to which people are making use of whatever resources that are already available in the community or in an organization. According to the New International Webster's Comprehensive Dictionary of the English Language (2010) Utilization is "to make useful serviceable; turn practical account; make use of resources". Modibbo, (2015) stated that "the 21st century libraries acquire and make available electronic information resources such as e-journals, e-book, e-database" etc. Polytechnic libraries are moving from print to e-resources either subscribing individual or through consortia. Students are expected to utilize these resources for learning and research.

Linus (2014) defined e-resources as "resources which require computer access or any electronic product that delivers a collection of data, be it text referring to full text bases, electronic journals; image collections, other multimedia products and numerical, graphical or time based, as a commercially available title that has been published with the aim of being marketed". Similarly, Kazaure (2014) also defined e-resources as "any source of information encoded and made available for access through the use of computer". The access can be remote or direct. Remote access refers to the use of electronic resources through computers.

The influence of management practices of E-resources on students' utilization requires effective implementation. This has to do with knowledge of recent technological trends, an analysis of library specification and requirements; a delineation of library goals and objectives; clearly written policies and procedure; management commitment and support as well as on going user education on utilization of e-resources in Federal polytechnic libraries in North-East, Nigeria.

STATEMENT OF THE PROBLEM

Computers are well established technologies in academic libraries especially polytechnic libraries, though the age of total electronic libraries are yet to materialize to a large extent. Since the advent of information and communication technology (ICT), polytechnic libraries began to partition their conventional building with a view to provide electronic library with e-resources. The library landscape has indeed been altered and reshaped by the information and communication technology across the globe. The assurance of effective use of e-resources for learning and research in Federal polytechnic libraries in North-East depends on the influence of planning, influence of budgeting plan of the libraries, the maintenance culture, good implementation of policies set in place to manage the e-resources. Polytechnic libraries are expected to provide research, leisure, recreation and administrative information resources in electronic format in addition to the paper format. These e-resources ranges from e-journal (full text and bibliographic), e-books, online data bases, websites, and other portable computer data bases. It is of essence to note here that these electronic resources are quite expensive to acquire especially considering the slim budget allocation to academic libraries. However, the researcher made an observation in Federal Polytechnics e-library sections that, students seems to underutilize e-resources in the library. However, the researcher observed that students of Federal polytechnic libraries seems to be underutilizing e-resources for learning and research. These could be lack of regular subscription to internet connectivity or internet services, and provision of basic hardware and software for students' utilization of e- resources in federal polytechnic libraries. It could as well be inadequate fund to subscribe and renew the subscriptions, Poor internet access as a result of poor network, poor power supply, inadequate planning and organizing as well as implementation policy to influence students' utilization of e-resources in federal polytechnic libraries in North-East, Nigeria. It is against this background, the study investigated the influence of management practices on students' utilization of e-resources in Federal polytechnic libraries in North East, Nigeria.

OBJECTIVES OF THE STUDY

The objectives of this study determined:

1. The extent of influence of planning on students' utilization of e-resources in Federal polytechnic libraries in North-East in Nigeria.
2. The extent of influence of budgeting on students' utilization of e-resources in federal polytechnic libraries in North-East, Nigeria.
3. The extent of influence of implementation of policy on students' utilization of e-resources in federal polytechnic libraries in North East, Nigeria.

RESEARCH QUESTIONS

The Research Questions for the study were:

1. What is the extent of influence of planning on students' utilization of e-resources in Federal polytechnic libraries in North-East in Nigeria?
2. What is the extent of influence of budgeting on students' utilization of e-resources in federal polytechnic libraries in North-East, Nigeria?
3. What is the extent of influence of implementation of policy on students' utilization of e-resources in federal polytechnic libraries in North East, Nigeria?

SIGNIFICANCE OF STUDY

The study will be beneficial to the students, librarians and management of Federal polytechnic libraries in North-East, Nigeria.

It will help Students to access multiple formats of E-resources provided by the library thereby giving the students ample opportunity to search broadly for their needed information. On the other hand, students will find it interesting in time saving while searching for information be it downloaded, printed or digital. The study will help the management of federal polytechnic libraries under study by ensuring good preservation and planning system of information, and taking the advantage of soft copies of information which can better be preserved in high quantity with little space occupied. Furthermore, the librarians on the other hand will help them for conversions of e-packages into monograph in multiple copies. This makes multiple reproduction of information from e-packaging into print/monographs possible.

LITERATURE REVIEW

The applications of ICT in the realm of libraries have, no doubt, facilitated assistance to libraries in acquisition, storage, and management of collection and in providing various newer services along with the traditional services. However, the changing environment warrants new efforts to promote the usage of library resources and

services. Information Literacy Programs, which basically provides necessary information skills, has evolve as a new method for promoting the use of library resources, particularly the electronic resources, subscribed by the libraries as well as available in Public domain for open access. According Yila, Rikweka and Muhammad (2023) Advent of information and communication technology (ICTs) has created an information environment that requires new skills, and this is known as ICTs skills. Electronic information resources refer to digital content that is available and accessed through electronic means. These resources include but are not limited to online databases, e-books, e-journals, online videos, and multimedia content. According to Ifeoma and Ekere (2019), ‘the challenges of electronic resources collection and management in libraries are the problem of user training, technological up-grading, financial constraint, IT skill manpower, perishable citation; if websites changes, Universal Resources Locator (URLs) citations disappear and authentication”. They further stated that lack of funds, unqualified ICT personnel, and erratic power supply led to non-availability under-use of ICT facilities resulting in low ECD standard. However, effective management requires planning and. planning starts with libraries developing a prioritized list of goals for electronic resources to guide their work According Yila, Rikweka and Muhammad (2023) cited Deegan and Tanner (2019) discussed the digital futures and strategies for managing electronic information in the information age, Yila, Rikweka and Muhammad (2023) highlighted the importance of electronic information resources in providing quick and convenient access to a wide range of content, including scholarly articles, books and multimedia resources. This could include feedback on potential new resources, as well as feedback on existing resources. The library should also inform users about new e-resource purchases and the improvement of current e-resources.

According to Gwari, Gabriel and Musa (2018), ‘Electronic resources are valuable tools for study, learning and research, and capable of servicing a large number of patrons in any educational settings”. They are easily transmitted virtually compared with the traditional print-based resource characteristically, contains current information and can be updated frequently, offer advance search capabilities and are flexible because they are not bound by time and location. According to Gwari, Gabriel and Musa (2018), library spend a substantial percentage of their budget on acquiring electronic resources and make them available for users. These resources provide access to information far beyond the limit of the libraries’ print collections.

According to Ifeoma and Ekere (2019) cited Agim (2015) disclosed that inadequate budget adds challenges for the selectors in making decisions for renewal of e-

resources. Budgetary allocation to the educational sector in Nigeria has always fallen far short expectation. This affects the ability of Nigerian tertiary institutions to cope with fast growing trends in electronic resources acquisition. Most libraries do not systematically receive additional funding to maintain and to develop electronic collections; it becomes difficult to add new resources within limited budgets (Ifeoma and Ekere, 2019). Commenting further, Ifeoma and Ekere (2019) compares the costs involved in the acquisition of printed document and their counterpart in electronic format. They pointed that, it costs heavily in the initial stages to install the hardware and software to make full advantage of electronic resources. As more and more of a library's acquisitions budget is devoted to e-resources, selectors often have curtail the purchase of monographs or cancel some print subscriptions. Also, Ifeoma and Ekere 2019) identified twelve items of strategies libraries employ to overcome the challenges of electronic resources collection development had a mean values ranging from 2.92 to 3.36 which are all above the cut-off point of 2.50 on a 4-point rating scale. The findings indicated that the respondents agreed that all the twelve items could be used as strategies that the libraries can employ to overcome the challenges of electronic resources collection development. The top on the list was increase in budgets of the university libraries which has highest mean of 3.36 ranked highest as strategies library employ to overcome the challenges of electronic resources collection development.

Library patrons can easily and quickly be provided with information they need if library is able to make information available seamlessly. In information age, libraries need to turn smart in their structure, infrastructure and service provision approach. Given that information sources and resources are easily available online and can be accessed at the fingertips of people through smart phones with internet access, libraries can assume a central role in the trend of web-based information provision by being smart. A library can only be smart if it can put in place the facilities such as high speed internet service, wireless access point, thin client architecture, digital librarian and digital resources. These facilities are prerequisites for e-resources implementation (Wada, 2018). According to Wada (2018), the following are facilities needed for implementation of e-resources and cloud computing.

INTERNET ACCESS

Cloud computing host resources such as IaaS, SaaS, PaaS, etc. on machines that are remotely accessible through Internet technology. Internet service is a crucial medium through which e-resources can be accessed, shared and distributed among different

people across the globe. Individual or institutions can subscribe to internet service through CA-Band, KU-band, C-Band, GSM broad band Internet providers or telephone network (Wada, 2018).

THIN CLIENT ARCHITECTURE

Thin client architecture requires that there should be a server and thin clients device attached to a monitor (displaying unit) for operation. Keyboard and mouse are plugged into the thin client device. In this Server—client relationship, a powerful Server with minimum of 3.0 GHz processor, 16 GHz RAM, 4 Terabyte Hard Disk, Gigabit Ethernet (Network Interface Card-NIC) is required—for faster, robust, efficient and long lasting operations. Thin client architecture is a multiple benefits derivative technology. Apart from centralization of critical services, the technology has the propensity to improve services and allows saving of both cost and energy among others.(Wada, 2018).

WIRELESS ACCESS POINT

Wireless access points are wireless fidelity that provides connection for wireless supported devices. Wireless access point is a station that transmits and receives data wirelessly within a Local Area Network It connects users to the server and as well to other users within the network. It serves as the point of interconnection between wireless and cable network. Wireless access point has the capacity to serve multiple users at the same time and if wireless access point wireless signal as intertwined they can serve as a platform for a wider access for a better usability of resources. Thus, wireless access point facilitates easy document delivery and wide selective dissemination of information (Wada, 2018).

DIGITAL RESOURCES

Digital resources in the library are information resources that are either converted into digital format or information acquired in electronic format. It is highly beneficial to possess electronic form of information in the library to make it easy for library patrons to easily utilize the resources. Digital resources cover a spectrum of Thesis and dissertations, book chapters, conference publications, journal articles, multi-volume books, patents, serials (journals, newspaper, periodical), technical reports among others (Wada, 2018).

DIGITAL LIBRARIANS

The manpower required for cloud computing deployment is minimal. Probably, two personnel skillful on IT having good knowledge relating to system installation,

networking and Internet management are good prerequisite for managing the Server/Thin client workstations and wireless access points. According to Gbuushi, Tyopev and Ugwu (2023) the successful adoption of cloud based library services requires staff members to be proficient in working with the new technologies and tools. Libraries should invest in staff training programs to enhance their knowledge and skills related to cloud computing, data management, and security protocols.

RESEARCH METHODOLOGY

The research design for this study was descriptive survey. According to Aina (2004), descriptive survey research involves gathering the opinions of people on a particular issue or problems. This method was used because, it was appropriate for the study due to the fact that, the study is based on opinions, conditions, practices that prevail points of view attitudes and effects that are being felt by the respondents.

The population of the study consists of one hundred and ninety-two (192) library staff in the federal polytechnic libraries under study. The Federal Polytechnics are: The Federal Polytechnic Bali Taraba State, the Federal Polytechnic Bauchi, Bauchi State, the Federal Polytechnic Damaturu, Yobe State and the Federal Polytechnic Mubi, Adamawa state.

DATA ANALYSIS

Analysis and Presentation of Background Information

Table 4.2.1: Respondents' Gender and Category

Name of Library	MWLB		OOLD		PJALM		FPBLT		TOTAL	
	Freq.	Per.	Freq.	Per.	Freq.	Per.	Freq.	Per.	Freq.	Per.
Male	33	82.5	21	87.5	82	90	32	86.4	168	87.5
Female	7	17.5	3	12.5	9	9.8	5	13.5	24	12.5
Total	40	100.0	24	100.0	91	100.0	37	100.0	192	100.0
Professionals.	11	27.5%	6	25%	16	17.5%	14	37.8%	47	24.4%
Para-professionals'	29	72.5%	18	75%	75	82.4%	23	62.1%	145	75.5%
Total	40	100.0%	24	100.0%	91	100.0%	37	100.0%	192	100.0%

The result from Table 4.2.1 indicates that, 168(87.5%) were males and 24(12.5%) were females. This implies that majority of the respondents were males, 47 (24.2%) were professionals Staff while 145 (75.5%) were para-professionals.

Research Question 1: What is the Extent of influence of planning on student's utilization of e-resources in Federal polytechnic libraries in North-East Nigeria?

Table 4.3.2: Extent of the influence of planning on students' utilization of e-resources in federal polytechnics libraries in North-East, Nigeria.

S/n	Items	N	HI Freq.	%	MI Freq.	%	LI Freq.	%	NI Freq.	%
1	Procurement of e-resources		13	7.4	15	8.5	30	17.1	117	66.8
2	Decision of the Librarians		148	84.5	18	10.2	04	2.2	05	2.8
3	Students involvement		25	14.2	36	20.5	79	45.1	35	20.0
4	Participatory among faculty members	175	106	60.6	49	28.0	14	8.0	06	3.4
5	Collaboration with other libraries		99	56.6	56	32.0	13	7.4	07	4.0
Gross Total			391	223.3	174	99.2	140	79.8	170	97.0
Average			78.2	44.7	34.8	19.8	28	16.1	34.0	19.4

Key: - HI = Highly Influence, MI = Moderately Influence, LI = Low Influence, NI = No Influence.

Table 4.3.1 indicates the extent of influence of planning on students' utilization of e-resources in federal polytechnic libraries. It was revealed that 78.2(44.7%) respondents indicated that planning of e-resources highly influence their utilization of e-resources in federal polytechnic libraries; 34.8(19.8%) respondents responded that, it moderately influence for their utilization of e-resources in federal polytechnic libraries; 28(16.1%) respondents indicated that planning of e-resources influence for their utilization in federal polytechnic libraries to a low extent, 34.0(19.4%) respondents showed that it has no influence completely. This implies that, planning of e-resources has a great influence on students' utilization in federal polytechnic libraries.

Research Question 2: What is Extent of the influence of budgeting plan on students' utilization of e-resources in Federal polytechnic libraries in North-East Nigeria?

S/n	Items	N	VGE		GE		ME		LE	
			Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Releasing of funds	175	140	80.0	23	13.1	07	4.0	05	2.9
2	Poor funding		31	17.7	109	62.3	18	10.3	17	9.7
3	Inexperience of library management and staff		20	11.4	135	77.1	12	6.9	08	4.6
4	Separate budgeting for e-resources		55	31.4	105	60.0	11	6.3	04	2.3
5	Supplementary budgeting for e-resources		49	28.0	98	56.0	20	11.4	08	4.6
Gross Total			295	168.5	470	268.5	68	38.9	42	24.1
Average			59	33.7	94	53.7	13.6	7.8	8.4	4.8

Key: - VGE = Very Great Extent GE = Great Extent, ME = Moderate Extent, LE = Low Extent.

Table 4.3.2 indicates the influence of budgeting plan on students' utilization of e-resources in federal polytechnic libraries. It was revealed that 59(33.7%) respondents indicated that budgeting of e-resources influence students' utilization of e-resources in federal polytechnic libraries to a very great extent, 94(53.7%) respondents responded that, it moderately influence their utilization of e-resources in federal polytechnic libraries to a great extent; 13.6(7.8%) respondents indicated that budgeting of e-resources influence their utilization in federal polytechnic libraries to a moderate extent, 8.4(4.8%) respondents showed that it has an influence to a low extent. This implies that, budgeting of e-resources has a moderate influence for students' utilization in federal polytechnic libraries.

Table 4.3.3: Extent of the influence of implementation of policy on students' utilization of e-resources in federal polytechnics

S/n	Items	N	HI		MI		LI		NI	
			Freq.	%	Freq.	%	Freq.	%	Freq.	%
1	Internet connectivity		153	87.4	10	5.7	07	4.0	05	2.9
2	Ease of use		65	37.1	95	54.3	05	2.9	10	5.7
3	Adequate power supply		152	86.9	13	7.4	06	3.4	04	2.3
4	Written implementation policy	175	89	50.9	42	24.0	24	13.7	20	11.4
5	Collection development policy		121	69.1	31	17.7	19	10.9	04	2.3
Gross Total			580	331.4	191	109.1	61	34.9	43	24.6
Average			116	66.3	38.2	21.8	12.2	7.0	8.6	4.9

Key: - **HI** = Highly Influence, **MI** = Moderately Influence, **LI** = Low Influence, **NI** = No Influence.

Table 4.3.4 indicates the influence of implementation of policy on students' utilization of e-resources in federal polytechnic libraries. It was revealed that 116(66.3%) respondents indicated that, implementation of policy of e-resources highly influence students' utilization of e-resources in federal polytechnic libraries, 38.2(21.8%) respondents responded that, it moderately influence students' utilization of e-resources in federal polytechnic libraries; 12.2(7.0%) respondents indicated that implementation policy of e-resources influence students' utilization of e-resources in federal polytechnic libraries to a low extent, 8.6(4.9%) respondents showed that it has no influence completely. This implies that, implementation policy of e-resources has high influence on students' utilization of e-resources in federal polytechnic libraries.

DISCUSSION

The findings of this study have shown that the influence of planning on students' utilization of e-resources in federal polytechnic libraries in North East Nigeria, it was discovered that planning highly influence students' utilization in federal polytechnic libraries in North eastern Nigeria. This is backed by the fact that majority of the respondents that is, 78.2(44.7%) responded that planning of e-resources highly influences students' utilization of e-resources in Federal polytechnic libraries. This corroborates with the study of Ifeoma (2019) as cited in the study of Vashishth

(2011) who emphasized that the main problems in building collections in electronic environment are planning, quotation system, and cost factor, rate of library discount, unorganized book trade and reminders of books.

The influence of budgeting on e-resources s by students' utilization in federal polytechnic libraries was unveiled. It was revealed that 94(53.7%) respondents indicated that budgeting of e-resources moderately influences students' utilization of e-resources in federal polytechnic libraries. Gwari, Gabriel and Musa (2018) observed that, library spend a substantial percentage of their budget on acquiring electronic resources and make them available for users. These resources provide access to information far beyond the limit of the libraries' print collections. The findings agree with Ifeoma (2019) that the cost involved in acquisition of printed documents and their counterparts in electronic format. Electronic format and technology are happening so fast that there is a need for continuous budgeting, staff training and professional development among librarians and computing specialists.

This study also revealed the result on the influence of implementation of policy on e-resources utilization by students in Federal polytechnic libraries. It was discovered that 116(66.3%) respondents who were the majority indicated that, implementation of policy of e-resources highly influence students' utilization in federal polytechnic libraries. Wada (2018) added that, even though open access is the custom of library's information dissemination tag, it is however; necessary to prioritizes on the use of library resources, in order to optimize use, facilitates access and guard against misuse. Also, the finding agreed with Oso (2018) that duties and responsibilities and policy that will guide the library and the staff have to be discussed in professional forums. There is need for all these because electronic resources present more challenges than the print format in the areas of selection and acquisition. James and Augustine (2018) mentioned some of the factors that were discovered to have combined to determine the level and quality of use of ICT in learning and teaching included policy and planning, clear identification of key players and their roles and responsibilities in taking forward the agenda set by policies and plans, improved ICT infrastructure and resources to support learning and teaching, management of learners and digital content, confidence and competence of teaching staff in the use of ICT.

SUMMARY OF FINDINGS

1. Planning has influence on students' utilization of e-resources to the high extent in federal polytechnic libraries in North-east, Nigeria.
2. Budgeting plan of e-resources has influence on students' utilization of e-resources to a great extent in federal polytechnic libraries in North-east, Nigeria.
3. Implementation of policy of e-resources has influence for students' utilization to the high extent in federal polytechnic libraries in North-east, Nigeria

CONCLUSION

From the findings of this study, it was concluded that, influence of management practices of e-resources on students' utilization has high influence in federal polytechnic libraries in North-East Nigeria. It is therefore important for the management of the libraries under study to continuously provide e-resources so as to facilitate users' satisfaction, it is also crucial that the resources are adequately managed to have a sustainable e-resources utilization among users. It can be concluded that involving library staff in decision making enhance planning of e-resources in Federal Polytechnic Libraries in North-East, Nigeria. The management of Federal Polytechnic Libraries should therefore have more allocation of funds for subscription and maintenance of e-resources in federal polytechnic libraries under study. Finally, it was revealed that 116(66.3%) respondents indicated that, implementation of policy of e-resources has high influence on students' utilization of e-resource in federal polytechnic libraries in North-East, Nigeria. The federal polytechnic libraries management should provide written implementation policy and collection development policy of e-resources on students' utilization of e-resources. This will ensure effective building of e-resources for students' utilization in federal polytechnic libraries in North East, Nigeria

RECOMMENDATIONS

Based on the finding of this study, the following recommendations were made. That the:

1. The Federal polytechnic libraries Management under study should involve the library staff in planning and decision making on procurement of e-resources in federal polytechnic libraries. Students should be informed anytime new e-resources are procured for effective utilization.

2. The Federal polytechnic libraries management under study should provide a lucrative budget to have a collection development policy of e-resources as a guide in handling the materials as it affects selection, acquisition, and general management of the resources. Separate budget plan should be made for procurement and maintenance of e-resources in Federal polytechnic libraries.
3. The Federal polytechnic libraries management should ensure the effective Implementation of collection development policies specifically on E-Resources for 24/7 e-resources services policies should be adopted in order to encourage utilization of e-resources irrespective of time, place or location.

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EFFECT OF KNOWLEDGE ON INCOME TAX COMPLIANCE AMONG SMEs: MODERATING THE INFLUENCE OF ELECTRONIC PAYMENT

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ABSTRACT

The study examines the effect of knowledge on income tax compliance by small and medium enterprises in Bauchi state. The study was design using survey approach to collect data from respondent. A total of 471 questionnaires were distributed among the targeted respondents. Thus, 434 usable responses were successfully retrieved to test the hypotheses formulated to address the research problems. The data was tested using the Partial Least Squares- Structural Equation modelling (PLS-SEM). The result of the study revealed that taxpayers' knowledge is statistically significant and positively related to tax compliance. And electronic payment invoice could positively moderate the relationship between tax knowledge and income tax compliance among SMEs. The findings show that Taxpayers knowledge had considerable influence on revenue generation. However, the moderating effect of electronic payment invoice on the relationship between tax knowledge and taxpayers' compliance is statistically significant. The study recommends that SBIR should organize workshop periodically to educate, campaign and change the mind-set of SMEs towards income tax compliance. SBIR should expand its IT budgets to promote income tax compliance in order to promote compliance level.

Keyword: Tax knowledge, tax compliance, electronic payment invoice, SMEs.

INTRODUCTION

The primary source of funding for the economy of many nations across the world is tax income. However, due to ongoing taxpayer challenges regarding non-compliance, this source is essentially losing its effectiveness. According to McKee et al. (2018), there is a significant difference in the rate of tax noncompliance between developing and developed nations. In general, tax noncompliance has been an issue since the beginning of human history as recorded (Hallsworth et al., 2017). Many nations consider the phenomenon of tax non-compliance to be a threat to their economies (Werekoh, 2022). According to international data, the United States earned over two billion dollars in income tax in 2021, accounting for 50.5% of all tax revenue; in 2022, this percentage increased to 55%. The funds are utilized to support national initiatives like community development, defense, and law enforcement as well as foreign policy (fiscal data 2021; 2022). In a similar vein, tax revenue in the UK will account for 55% of total income in 2021, or 30.3% of GDP (OCED revenue data 2021). Furthermore, according to 2019 figures, Tunisia has the highest tax to GDP ratio in Africa at 34.3% (Revenue statistics in Africa 2021). On the other hand, Nigeria tax to GDP cannot be accurate without including states and Local Government revenue (Nami 2021). In Bauchi state, the income tax for 2022 was 6% of the total internally generated revenue (NBS, 2022).

However, a lot has been documented on SMEs in Nigeria and other countries that have specifically formulated policies to aid the empowering, growth, development and performance of SMEs, while some were assisted through loans and fiscal incentives (Onugu, 2005). According to the Central Bank of Nigeria (CBN) Report (2018), SMEs are very important economic tools for development and industrialization. Therefore, both the developed and the developing countries are working together and continuing to seek practical ways of improving the activities of SMEs.

Tax e-payment offers taxpayers numerous conveniences, such as the ability to file taxes whenever it's convenient for them. Time flexibility, less computation errors on tax return forms for the taxpayer, taxpayer convenience, privacy, and security are all provided by electronic payment (Babatunde & Akinsanmi 2021). In Bauchi state, SMEs must be familiar with e-filing.

Compared to South Africa, Nigeria has a larger tax population, yet South Africa generates more tax revenue than Nigeria does (Nami, 2021). To ensure compliance, the government implemented electronic taxation in order to facilitate tax payers'

payment of taxes. In spite of the government's actions, small and medium-sized businesses are still not being encouraged to use electronic filing to raise their level of tax compliance Akpubi (2019). Small and medium-sized enterprises' compliance behavior is impacted by the shortcomings of electronic filing, resistance to change, businesses' incapacity to learn about tax compliance, and infrequent training. George and Gideon (2023).

Therefore, this study seeks to moderate the electronic payment on income tax compliance among Small and Medium-sized enterprise in Bauchi state.

The study moderates the electronic payment on tax compliance among Small and Medium-sized enterprise in Bauchi state. Questionnaire was distributed among SMEs. Data collected were, validated and tested using the Partial Least Squares-Structural Equation modelling (PLS-SEM). The regression statistics was used to test the following hypotheses.

- a. H_1 : There is significant relationship between tax knowledge and income tax compliance among SMEs in Bauchi state
- b. H_1 : Electronic payment invoice moderates the relationship between tax knowledge and income tax compliance.

Furthermore, the study adopted survey approach to collect primary data. The population and sample of the study were obtained from SMEDAN (2013) and Taro Yamane formula was equally used to obtain the sample size of 340. Sample size was also increased by 50% as recommended by Salkind (1997), thereby increased the sample size to 451. However, data screening, cleaning, and outlier, reduced the samples to 434.

Finally, questionnaire was used in obtaining data and the data was validated and tested using the Partial Least Squares-Structural Equation modelling (PLS-SEM). The measurement on the dependent variable was adapted from Brown and Mazur (2003) and Plumley (2002), the instrument on the independent variable, was adapted from Abubakar (2023), while the moderating variable items of measurement were adapted from Ajape, Afara and Uthman (2017) and researchers construct (2024). The regression statistics was used to test the hypotheses.

LITERATURE REVIEW

Tax Compliance

Either a taxpayer pays taxes voluntarily or is compelled to do so, making tax compliance a moral obligation (Bemi & Abogun, 2015). The degree to which people trust the government has an impact on tax compliance; the more compliant individuals are, the higher their level of trust and compliance behavior (Fagbemi & Abogun, 2015). Tax evasion and tax avoidance are two ways that taxpayers will always try to lower their tax liability. This could result in them filing their tax returns incorrectly and costing the government money (Mohammed, Derashid, & Ibrahim 2016). According to Badara (2012), tax compliance is the capacity of a tax-liable entity to provide accurate, comprehensive, and satisfactory returns to the appropriate authority for the purpose of tax assessment, in accordance with state tax laws and regulations. Consequently, the ability of the taxpayer to pay their tax burden constitutes tax compliance.

TAX KNOWLEDGE

Tax knowledge is the degree to which a taxpayer is aware of significant issues such as the decision regarding what should be withheld from a company's profits as tax revenue (Ayuba, Saad, & Arifin, 2016). Pratama (2018) defines tax knowledge as the level of awareness of tax laws and regulations. In 2014, Natara conducted a study on tax compliance, complexity, and knowledge from the perspective of taxpayers. The study's objective was to find out how taxpayers perceived their knowledge of and difficulty with the New Zealand tax code. Thirty respondents to a telephone poll revealed that while some had a fundamental awareness of the income tax system, few knew its intricacies. The study found a relationship between tax awareness and compliance. Research on tax understanding, fines, and compliance in Nigerian small- and medium-sized firms was also conducted by Adesina and Uyioghosa (2015). Evaluating taxpayer adherence to relevant tax regulations was the aim of the study. Tax knowledge seems to boost tax compliance more than tax penalties do, according to a survey of 277 SMEs. The study found a positive correlation between tax awareness and compliance. Therefore, this study concludes that tax knowledge is about the information on tax law, including how taxes are calculated and filling of tax returns.

CONCEPT OF ELECTRONIC TAXATION

The method of electronically collecting taxes from taxpayers is known as the electronic tax system. Through this online platform, taxpayers can access all tax administration services, including obtaining a compliance certificate, filing returns, and registering for a personal identity number, via the internet. The following e-services were made available by Nigeria's electronic tax system: e-filing, e-payment, e-registration, e-stamp duty, e-receipt, and e-TCC. Taxpayers can use the FIRS's Integrated Tax Administration System (ITAS) to electronically file their returns. The Nigeria Inter-Bank Settlement System (NIBSS), Remita, and Interswitch are the three systems that offer e-payment services for paying all federal taxes and levies. New taxpayers must register electronically with the Internal Revenue Service (IRS) in order to file their tax returns. The payment of stamp duties on eligible papers is done using e-stamp duty. Receipts created for taxes paid using the new electronic payment method are to be received and verified via e-receipt. According to Deloitte (2017), the e-TCC platform facilitates the application, issuance, and authentication of electronic tax clearing certificates (eTCCs) for taxpayers.

UNDERPINNING THEORIES

Regarding the best approaches to increase tax compliance, there are a variety of viewpoints. Many firms won't pay taxes if they have the option unless there is an incentive to do so.

The theoretical framework will therefore provide hypotheses that are applied to or have an association with tax compliance behavior. Following are the theories.

SOCIAL EXCHANGE THEORY

According to the social exchange hypothesis, parties must negotiate exchanges in order for society to change and remain stable. According to the theory, every human relationship in a social setting is created through the subjective cost-benefit analysis and comparison of the relationship's potential rewards and costs. Theoretically, tax incentives and tax compliance are related in a good way

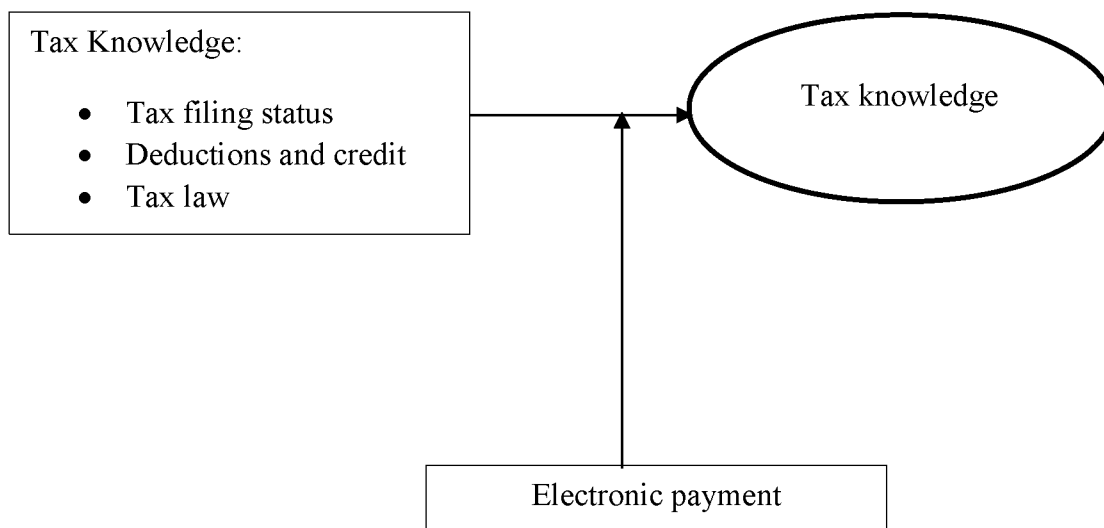
BENEFIT THEORY

Erik L. in 1919 and Knut W. in 1896 created this hypothesis. According to this method, a person's tax liability is determined by the benefits the state bestows upon them. A person's tax obligation should be adjusted if they receive greater advantages from the government. Opponents of this notion contend that there should be no link maintained by the state between the advantages received and the benefits granted.

They claim that in order to fund government expenses and provide benefits, the tax concept requires that taxpayers make mandatory payments to the government or other public authority. That there is no quid proquo in the process is reiterated by this argument. The benefits received by a single taxpayer cannot be fairly compared to the entire amount of money spent by the state. The small taxpayer may have to pay higher taxes than medium and large taxpayers if this approach is followed (Wasao, 2014).

The aforementioned notion makes it abundantly evident that taxpayer compliance often depends on how well the government used the sum of money it received from taxpayers and perhaps whether the taxes were properly paid. Because the benefit idea was rooted in the study, it was utilized in this instance.

Therefore, figure 2.1 expressed the variables in conceptual framework as follows;



RESULT AND DISCUSSION

Response Rate:

The survey was conducted to Small and Medium Enterprises (SMEs) on income Tax compliance level. The information was sought from 434 respondents which constitute the sample size of the study. The response rate of the collected questionnaires is presented in the table below:

Table 1: Response rate

Questionnaire	Frequency	Percentage
Distributed	471	100%
Returned	452	95.95%
Usable/Valid	434	92.1%

Table 1 shows that a total of 470 questionnaires were distributed amounting for 100 percent of the research questionnaires out of which 451 were returned. The returned questionnaires amounting for 95.95 percent of the total questionnaires distributed. Of the returned questionnaires 18 were discarded in the process of data cleaning due to severe issues of outliers and missing data, leaving 433 questionnaires considered valid and usable for the research analysis. This akes the response rate for the study to be 92.1 percent. This response rate is considered adequate for this research based on the argument of Sekaran (2003) that response rate of 30 percent is acceptable for surveys.

COLLINEARITY TEST:

In multivariate analysis, independent variables are required to be distinct and measure different concept from what other variables are measuring in order to have accurate and robust result (Hair, Horward, M.C. & Nitzl, 2020).

Table 2: Collinearity Assessment

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Knowledge	.928	1.078
Electronic	.856	1.168
Compliance	.739	1.354

Table 2 above shows the tolerance level and VIF of the research variables. The tolerance levels range from 0.739 to 0.928 and VIF from 1.078 to 1.354. All the variables are below the recommended maximum of 10. Therefore, the study variables pass the collinearity test and are suitable for multivariate analysis.

The path coefficient of the study variables shows the strength of the relationships among the study variables. The path coefficients of the study are presented in Table 2.

Table 3: Path Coefficient

	Path Coefficient	Standard Error	T Statistics	P Values
EP (Electronic Payment)	0.429	0.031	13.891	0.000
TP (Tax Knowledge)	0.072	0.036	1.978	0.049
TP*EP (Moderation)	-0.082	0.039	2.093	0.036

Table 3 shows the various paths in the structural model have coefficients ranging from -1 to 1. In the final pooled model, there are 3 paths leading to the endogenous construct, EP of the 3 coefficients, 7 path coefficients are significant with none insignificant paths. Since most of the path coefficient are significant, the quality of the structural model is considered good.

Table 4: Coefficient of Determination (R2)

	R Square	R Square Adjusted
INCOME (INCT Compliance)	0.569	0.562

Table 4 shows the level of R2 of the endogenous constructs. The endogenous construct, INC has R2 value of 0.569 with an adjusted R2 of 0.562 implying that about 56.2 percent of the variance in ICN is explain by the exogenous construct. The R2 of the construct in the structural model is above 0.5 which is considered acceptable (Hair et al. 2014). Therefore, the quality of the structural model based on the R2 level is confirmed.

Table 5: Effect Size (F2)

	INCOME (INC Compliance)
EP (Electronic Payment)	0.391
TK (Tax Knowledge)	0.010

Table 5 shows the effect sizes of the exogenous constructs. Two of the exogenous constructs have a large effect size and a small effect size of EP (0.391) and TK (0.010) based on the submission of Cohen (1988) respectively.

Table 6: Predictive Relevance (Q2)

	SSO	SSE	Q² (=1-SSE/SSO)
EP (Electronic Payment)	1732.000	1732.000	
TK (Tax Knowledge)	1732.000	1732.000	
TK*EP (Moderation)	433.000	433.000	
INCT (Income tax Compliance)	2165.000	1485.313	0.314

Result in table 6 shows that the objective of the study under study have Q2 above 0 therefore indicating high predictive relevance.

Table 7: Moderation Analysis

	Path Coefficient	Standard Error	T Statistics	P Values
TK*EP (Moderation)	-0.082	0.039	2.093	0.036

The result in Table 7 shows that electronic payment significantly moderates the influence of tax payers' knowledge on INCT compliance behaviours as shown by significant path coefficients with T-statistics values above 1.96 and p-values lower than 0.05.

SUMMARY OF PLS-SEM ANALYSIS

PLS-SEM is conducted to achieve an overall objective of the study to test the research hypotheses. Hypothesis one (H1) explains that "There is significant relationship between tax knowledge and income tax compliance among SMEs in Bauchi state". The result of the analysis indicated that Taxpayer's knowledge has statistically significant influence on INCT compliance behaviour ($\beta=0.072$; $T=1.978$; $P=0.049$). Accordingly, H1 is accepted. Hypothesis two states that Electronic payment invoice moderates the relationship between tax knowledge and income tax compliance. Therefore, the result found that electronic payment invoice significantly moderates the relationship between Tax knowledge and income tax (INC) compliance ($\beta=-0.082$; $T=2.093$; $P=0.036$). Therefore, H2 is accepted.

Table 8: PLS-SEM Analysis

	Path Coefficient	Standard Error	T Statistics	P Values
EP (Electronic Payment)	0.429	0.031	13.891	0.000
TK (Tax Knowledge)	0.072	0.036	1.978	0.049
TK*EP (Moderation)	-0.082	0.039	2.093	0.036

DISCUSSION OF FINDINGS

The results of the statistical analyses revealed a significant and positive relationship between tax knowledge and income tax compliance behavior and that electronic payment invoice has significant influence on SMEs knowledge about income tax. These results are consistent with the research of Akpubi and Igbekoyi (2019), which found that despite certain issues, electronic taxation has typically increased the tax compliance level of SMEs in Lagos State. In other words, the benefits of electronic taxation exceed the hurdles, both real and imagined. Sifile et al (2018) also found that e-filing on its own does not lead to tax compliance, but improves tax submission and it is a positive step towards tax compliance. The study of Abubakar, Abdulkadir and Umar (2023) found a positive and significant relationship between tax knowledge and tax compliance among SMEs in Bauchi state. In another study by Fauziati et al (2016), the result showed that tax knowledge has no impacts on tax compliance among small and medium enterprises (SMEs) in Kota Padang.

CONCLUSION AND RECOMMENDATION

Tax compliance has remained a significant issue despite the tax authority's change in strategy because many SMEs are hesitant to fulfill their tax obligations. The objective of this research seeks to moderate the electronic payment and the effect of SMEs knowledge towards tax compliance in Bauchi state. The study found that electronic payment system revealed a significant and positive influence on INCT compliance. The reliability analysis results showed that all the coefficients of the constructs were positive and significant. Yet still, the study found that taxpayers' knowledge had a significant positive influence on INCT compliance. Correlation results indicated that there is a positive and significant relationship between SMEs knowledge on INCT compliance. Hence, outcome of the study, showed that electronic payment invoice

significantly moderates the influence of SMEs knowledge on INCT compliance behavior.

Therefore, it is recommended that the management of State Board of Internal Revenue (SBIR) should take initiatives to increase SMEs knowledge through workshop and campaign to change the mind-set of small-scale traders towards income tax compliance. SBIR should expand its IT budgets to promote INCT compliance in order to strengthen compliance level.

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A GLIMPSE AT THE LONG OVERDUE AMENDMENTS TO THE NIGERIA'S ARBITRATION ACT

By

SULAIMAN SHEHU ESQ.¹

INTRODUCTION

Dispute is an inevitable part of human relationships and the settlement of these disputes is what arbitration is all about. Arbitration is a form of alternative dispute resolution (ADR). The noun Arbitration originated from the Latin word *arbitrary* which means "to judge".² In English, arbitration is both the process of using an arbiter to settle a dispute and the act of that arbiter in making a judgement. Arbitration is simply a process in which an independent person(s) makes an official decision that ends a legal disagreement without the need for it to be resolved in court of law. Arbitration as an out of the court dispute settlement method is often preferred by firms in business disputes. Although, arbitration and mediation are two rivers that flow together, their waters, however, do not always mix. While in Arbitration, a neutral trained arbitrator serves as the judge who is responsible for resolving the dispute; in the mediation process, a neutral, trained mediator works to help disputants come to a consensus on their own.

Arbitration is the most widely preferred means of resolving commercial disputes especially in the energy, maritime sectors, construction, and cross-border commercial contracts. Unsurprisingly, the energy sector (which is of course a very huge sector in the Nigerian economy) leads in terms of the monetary value of arbitral awards. The famous case of *P&ID v Nigeria* and the \$11bn arbitral award in favour of the F&ID (before the London Court halts the enforcement) quickly comes to mind.³ Nigeria's 35-year-old Arbitration and Conciliation Act 1988 (the "Old Act") was finally

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² Ummusalmah A. A and Mustapha B. T A (2022) Brief Overview of History And Challenges of Arbitration In Nigeria LawPavillon

³ In October 2023, an independent London tribunal found that Nigeria was liable for USD6.11 billion in damages against Process and Industrial Development (P&ID) after it allegedly failed to deliver on terms agreed in a 2010 gas facility contract.

repealed and replaced by the Arbitration and Mediation Act, 2023 following presidential assent on 26 May 2023. The long overdue amendment to the ACA, which is based on the revised UNCITRAL Model Law adopted in 2006 and the result of many years of reform effort, significantly improves the legislative framework for domestic and international arbitration in Nigeria, strengthening its position as a significant arbitration destination in Africa like Rwanda, South Africa, and Egypt. This paper is about a brief overview of the new Arbitration and Mediation Act 2023. In doing so, the meaning and significance of arbitration would be examined. And, the salient features of the new amendments such as the structure, schedules, third part funding, number of arbitrators, interim measures, emergency arbitrator, arbitral award, cost, and other major changes and innovations examined. Finally, some flaws were observed and recommendations proffered.

WHY IS ARBITRATION IMPORTANT?

Arbitration is important not only because it is another means of resolving disputes but also because of its numerous advantages in achieving that. Arbitration as a means of resolving a dispute outside the conventional courtroom has several advantages when compared to litigation.⁴ The principal advantages of arbitration in comparison to litigation are:

(a) Choice of Arbitrators: in other words, the parties have a choice over who is going to be their arbitrators. The parties have no such leverage in litigation except where the issue of bias is raised and this happens very rarely. In essence, the parties can appoint suitably qualified arbitrators to amicably resolve their disputes.

(b) Flexibility: Unlike in litigation, parties to arbitration can, by consent, agree on certain arbitral procedures such as the timelines for filing of arbitral processes/submissions, extensions of those timelines, which can be extended where the other party consents and does not necessarily require an order from the tribunal, and document production; administrative issues, such as the venue of the arbitration, arbitration costs, and the time, among others. In litigation, court procedures and administrative matters are typically driven by the rules of court or practice directions issued by the heads of court which shall be strictly adhered to.

(c) Cheaper: Arbitration is cheaper compared to litigation, this may not be unconnected with the fact that engaging the legal service of Lawyers is always expensive and coupled with the fact that litigation typically involves long period of time before disposing the matter even at the first instance. The right of the parties to appeal further compounds this problem.

⁴ Litigation is the conventional method of resolving dispute in the court of law.

(d) Speed: Arbitration matters are concluded faster than litigation matters. Most arbitration matters are concluded within short time even the documents-only arbitration, whereas the average life span of a court proceeding in litigation takes up 12-36 months (at the first instance).

(e) Confidentiality: Arbitration proceedings are confidential in nature. Only the parties, their legal representatives and the tribunal are privy to the arbitral proceedings and hearings generally, unlike in litigation where the public (except in certain circumstances - such as the domestic affairs matter) have the right to watch court proceedings.

(f) Wider access for enforceability purposes: Every dispute settlement mechanism will be of no importance without the corresponding compliance and enforcement. In Arbitration, Nigeria is a signatory to the Convention on the Recognition and Enforcement of Foreign Arbitral Awards 1958 (New York Convention). The significance of this is that Nigerian awards are recognised and are generally capable of enforcement in other contracting states, in the same way as the domestic awards emanating from those states. It is worth mentioning here that, there are several arbitral panels around the globe but the following are commonly used in resolving large international commercial disputes: International Chamber of Commerce (ICC) International Court of Arbitration. London Court of International Arbitration (LCIA), and Regional Centre for International Commercial Arbitration, Lagos, Nigeria (RCICAL).

On the other hand, the major disadvantage of arbitration is the perception by some people that arbitration is merely the first step in a formal dispute resolution process. These people believe that an aggrieved party can pursue frivolous challenge proceedings against a final award, up to the Supreme Court, with no real consequence in terms of cost orders if they lose. This attitude often discourages parties from using arbitration as a dispute resolution mechanism, because it is perceived as potentially lengthening the dispute resolution process.

THE ARBITRATION ACT 2023: THE NEW AMENDMENTS

The first formal statute on arbitration in Nigeria was promulgated for the entire country on the 31st of December 1914 that is the Arbitration Ordinance of 1914 based on the English Arbitration Act of 1889. The 1914 Act was subsequently reenacted as the Arbitration Ordinance in 1958. The 1958 was later repealed in 1988 which was equally repealed by the Arbitration and Conciliation Act (ACA), CAP 19, Laws of the Federation of Nigeria, 1988. The ACA has been in operation for 35 years and was only recently amended as the Arbitration and Mediation Act 2023. It is worth mentioning that while the Arbitration and Mediation Act of 2023 as a federal enactment, is the primary source of arbitration legislation in Nigeria, there is also the

Arbitration Law of Lagos State 2009 (AL 2009). The AL 2009 provides, however, that it would apply to all arbitration within Lagos State except where the parties have expressly excluded its application.⁵ It is pertinent to say that, the new Arbitration and Mediation Act, 2023 is a game-changer in the arbitration and mediation process in Nigeria. Unlike the previous *outdated* ACA of 1988, the new Act is amended to fill in the many *lacunae* that were inherent in the previous Act. Some of these welcoming amendments are briefly looked at below:

The Structure: Sections- The New Act has 92 sections divided into three parts. Part I deals with Arbitration, Part II deals with Mediation, effectively repealing the rules on Conciliation in the Old Act, and Part III contains miscellaneous provisions. It is interesting to state here that although the New Act does not apply to proceedings commenced before it came into effect,⁶ parties may, however, and nothing therein precludes them from doing so, elect the New Act as applicable to their pre-existing dispute.

SCHEDULES

The New Act has three Schedules. The First contains the Arbitration Rules which are to govern disputes submitted to arbitration pursuant to the New Act, the Second contains the domestication of the Convention on the Recognition and Enforcement of Arbitral Awards (the New York Convention) in Nigeria, and the Third contains the Arbitration Proceedings Rules.

LEGITIMIZATION OF THIRD-PARTY FUNDING

Third-party funding has been a tendentious issue in Nigeria given that it was prohibited by the common law torts of maintenance and champerty that remained applicable in Nigeria as part of received English law. Disputants unable to pursue claims before arbitral tribunals due to funding issues worried that awards rendered in respect of third-party funded claims could be set aside on that basis. The New Act solves the problem by abolishing the tort of champerty in relation to arbitration proceedings and arbitration-related court proceedings in Nigeria⁷. The benefitting party is required to disclose the name and address of the funder as soon as the funding arrangement is made.⁸

DEFAULT NUMBER OF ARBITRATORS

The New Act changes the default number of arbitrators from three to one.⁹ This is significant for domestic arbitrations as the cost of paying three arbitrators has

⁵ Section 2(1), Arbitration of Lagos, 2009

⁶ Section 89(1), Arbitration and Mediation Act, 2023

⁷ Section 61, Arbitration and Mediation Act, 2023

⁸ Section 62, Arbitration and Mediation Act, 2023

⁹ Section 6(2), Arbitration and Mediation Act, 2023

proved to be an obstacle to most users. The New Act brings the Nigerian framework in line with global practice as reflected in the UNCITRAL Model Law. Where the parties are unable to agree on a sole arbitrator the non-defaulting party can approach the court or, impressively, any arbitral institution in Nigeria to make the appointment.¹⁰

STATUTORY EMERGENCY ARBITRATOR

The New Act introduces a statutory framework for emergency arbitrators.¹¹ Before the constitution of the arbitral tribunal, parties may apply to the court or a designated arbitral institution for the appointment of an emergency arbitrator. Where the application is successful, the court or arbitral institution will make the appointment within two working days of the application and notify the appointed arbitrator within one working day.

RECOGNITION AND ENFORCEMENT OF INTERIM MEASURES

The recognition and enforcement of interim measures remains a controversial issue globally. Under the New Act, Nigeria takes a pro-enforcement stance as it allows a party to seek the recognition and enforcement of an interim measure in the same manner as it would an award.¹² It precludes the Court from embarking on a substantive review of the measure and only allows its refusal on limited grounds like those that exist to refuse the recognition and enforcement of an arbitral award.

THE AWARD REVIEW TRIBUNAL

Dubbed an “**unusual concept**”, the New Act introduces the possibility for parties to have their award reviewed by an Award Review Tribunal.¹³ This is an opt-in mechanism within the parties’ competence and provides the opportunity for a second tribunal to consider an application to set aside an arbitral award on the same grounds as a court would. The Award Review Tribunal, like the court, may set aside the award in whole or part, or uphold the award in its entirety. It is expected to render a decision within 60 days of its constitution. The court has the power to reinstate an award set aside by the Award Review Tribunal if it finds its decision unsustainable. It is important to quickly add here that, a court may only set aside an arbitral award upheld by the Award Review Tribunal on grounds of non-arbitrability and public policy only.

THE COSTS

¹⁰ Section 7(3) Arbitration and Mediation Act, 2023

¹¹ Section 16, Arbitration and Mediation Act, 2023

¹² Section 28, Arbitration and Mediation Act, 2023

¹³ Section 56, Arbitration and Mediation Act, 2023

The New Act makes an important intervention in relation to the costs of arbitration proceedings in Nigeria.¹⁴ It is mandatory for the Tribunal's fees to be "reasonable in amount" and for the arbitral tribunal to fix the costs of arbitral proceedings in its award. The tribunal is specifically required to take into consideration its own fees and expenses, costs of expert/other assistance required, cost of legal representation for the successful party, administrative costs, and cost of obtaining third-party funding *inter alia*. This is crucial given that one of the key objectives of the New Act is a fair resolution of disputes without accruing unnecessary expense.¹⁵

THE ARBITRATION PROCEEDINGS RULES 2020

Another crucial intervention of the newly amended Act is the introduction of arbitration proceedings rules in the Third Schedule of the new Act.¹⁶ These rules govern arbitration-related court proceedings. The rules contain several interesting provisions; most notably provisions that seek to streamline and expedite arbitration-related court proceedings. For example, the Rules dispense with the requirement for compilation of records from the lower court in respect of arbitration appeals.¹⁷ Records are instead to be prepared and filed by the appellant as prescribed by the Rules.¹⁸ In Rule 12, on appeal from a first instance court, the court is required to list the appeal for hearing not later than six months after the filing of a party-produced record of appeal.

Additionally, Rule 13 provides that, unless a party specifically requests an oral hearing, the court may decide the entire appeal or particular issues arising from it on the papers filed. This is expected to be a tremendously significant intervention given the inordinate delays experienced by arbitration appeals at appellate courts in Nigeria.

There is however the possibility of a challenge to these rules applying to the arbitral proceedings at the State High Courts given that it is ultra-vires for the National Assembly to purport to legislate on procedure at the State High Courts.¹⁹

Another major innovation of the new Act is the introduction of provisions on Mediation²⁰ — unlike its predecessor which contained directional provisions on conciliation. The New Act contains detailed provisions on the conduct of mediation and specifically provides for its confidentiality and the inadmissibility of statements made during these proceedings. Importantly, it provides for the enforcement of a

¹⁴ Section 50, Arbitration and Mediation Act, 2023

¹⁵ Section 1, Arbitration and Mediation Act, 2023

¹⁶ Section 64(2), Arbitration and Mediation Act, 2023

¹⁷ Rule 10, Arbitration Proceedings Rules 2020

¹⁸ Rule 11, Arbitration Proceedings Rules 2020

¹⁹ *Fasakin Foods Nig Ltd. V Shosanya* (S.C. 312/2001) (2006) NGSC 118 (28 April 2006)

²⁰ Sections 67 – 87, Arbitration and Mediation Act, 2023

settlement agreement as a contract, consent judgment or consent award and sets out limited grounds for the refusal to enforce a settlement agreement. In relation to international settlement agreements, it incorporates and mandates the application of the provisions of the Singapore Convention i.e., the Convention on the International Settlement Agreements Resulting from Mediation. The settlement agreement must, however, have been made in a country party to the convention, and must be in respect of a commercial relationship.

SOME OBSERVATIONS

The Arbitration and Mediation Act 2023 represents a giant stride towards the development of arbitration in Nigeria, and cementing Nigeria's place as a leading arbitration seat on the continent. Innovations such as the statutory emergency arbitrator and the recognition and enforcement of interim measures are particularly interesting for arbitration practitioners, academics, and users alike. Other provisions such as the Award Review Tribunal have drawn some initial criticism but given the unpredictable relationship between the courts and arbitration, it is hoped that it will bring with it some benefits. It is worth mentioning, albeit in passing, other changes such as the introduction of provisions on arbitrator and arbitral institution immunity,²¹ joinder and consolidation,²² the treatment of arbitral proceedings as court proceedings for the purpose of computing limitation periods,²³ suspension of the computation of time during mediation proceedings.²⁴

There are also such changes as set aside provisions that dispense with such grounds as 'misconduct' and properly align the New Act with the New York Convention²⁵ and the application of the New Act to international arbitrations (between Nigeria and other countries), inter-state arbitrations and commercial arbitrations within Nigeria.²⁶ This provision, arguably, settles the controversy around the legislative competence of states to enact their arbitration laws in view of federal law as the New Act (federal legislation) leaving room for the state legislations to govern arbitrations within their own territories.

All the highlighted innovations make for a robust new legal framework for arbitration in Nigeria and can hopefully bring hope and positivity for the market in the coming years.

CONCLUSION AND RECOMMENDATIONS

²¹ Section 13, Arbitration and Mediation Act, 2023

²² Sections 39 & 40), Arbitration and Mediation Act, 2023

²³ Section 34, Arbitration and Mediation Act, 2023

²⁴ Section 71, Arbitration and Mediation Act, 2023

²⁵ Section 55, Arbitration and Mediation Act, 2023

²⁶ Section 1 (5), Arbitration and Mediation Act, 2023

This paper is a glimpse at the long overdue amendments to the former Arbitration and Conciliation Act of 1988 which was in application for over 35 years, until very recently. The amendments that usher in the Arbitration and Mediation Act 2023 are considered widely as a welcome development in the Nigerian arbitration and mediation process. This paper briefly looks at the new amendments and in doing so, the meaning of Arbitration and where it originated from was examined. A short history of the Arbitration Act in Nigeria from the maiden 1914 Act to the current 2023 Arbitration Act was briefly looked at. The paper also looks at some of the advantages of arbitration over litigation and these includes its flexibility (unlike litigation which is somehow rigid), cheaper and faster than litigation, the confidentiality it promotes, speed, wider access to enforcement mechanism, and of course, the choice of arbitrators. The disadvantage of arbitration on the other hand is largely about the public perception about the subject. The new development introduced by the new amendments includes the structure of the new Act, the schedule of the new Act, the legitimization of third-party funding, the number of arbitrators, the emergency arbitrator, the recognition and enforcement of interim measures, the costs, the arbitration proceedings rules, the award review tribunal, and the provisions on mediation.

Finally, having looked into the long overdue amendments to the Nigeria's Arbitration Act, the following recommendations are hereby proffered:

1. Considering the significant role played by arbitration in resolving, especially, commercial disputes, the government should endeavour to change the public perception about this important method of resolving disputes, by encouraging arbitration at all levels of the society.
2. The legislature should also look at the possibility of making it mandatory for Arbitration to be considered as a first recourse in resolving dispute, it is only after this has failed that the parties should be allowed to go to court for litigation on a matter.
3. The government should also utilize arbitration as a means of achieving the Government's long-term ambition of prison decongestion.
4. Arbitration should be introduced across all schools for students to know that there is another method of resolving dispute that is cheaper, faster, and flexible than litigation.
5. The Arbitration Act should be reviewed and amended periodically (when necessary) by the legislators to conform to the ever-changing world, especially in the area of trade and commerce.

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EXPLORING INFORMATION AND COMMUNICATION TECHNOLOGY IN THE POLYTECHNICS FOR SUSTAINABLE GROWTH AND DEVELOPMENT IN NIGERIA

BY

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ABSTRACT

As the world increasingly embraces computing technology and transitions to 'paperless' work environments, the significance of information technology (IT) has become ubiquitous. Communication methods have evolved from traditional postal mail and fax transmissions to rapid digital exchanges via email. Yet, to thrive in this IT-driven landscape, possessing a robust education and specialized certifications is paramount. Within this context, the Polytechnic sector emerges as a key player in fostering enduring sustainable development in Nigeria. This study aims to underscore the pivotal role of IT within Polytechnics, anticipate potential challenges, delineate the expected governmental involvement, and elucidate how the sector can propel lasting industrial growth in Nigeria. It advocates for widespread integration of ICT initiatives across all Polytechnics to establish a solid foundation for Nigeria's industrial advancement. Moreover, it stresses the necessity of compulsory ICT education for both staff and students within Polytechnics to ensure practical proficiency, given the sector's emphasis on hands-on learning. The research primarily relied on secondary data collection methods.

Keywords: ICT, Polytechnic, Transformation, Growth and Development

INTRODUCTION

In the modern era, technology has significantly simplified communication, extending its influence to the realm of education. Communication is integral to academic institutions, and today, advancements in technology facilitate seamless interaction among members of educational communities. School management software,

equipped with internal messaging systems integrated with email and other external communication tools, enhances communication within schools. This enables students to reach out to teachers for clarification on various topics, and vice versa. Similarly, channels for communication between parents and teachers, as well as between parents and administration, are facilitated. Education and learning are lifelong processes with no fixed boundaries. As individuals continually acquire new knowledge, education provides information that must be processed and utilized. Making education accessible to all is crucial for reducing levels of ignorance. Information technology has the capacity to expedite information delivery, thus enhancing educational environments. By leveraging Information Technology (IT), the costs of accessing educational materials are reduced, making learning more accessible from anywhere.

RESEARCH PROBLEM

The global transition to computing technology and paperless workplaces has made information technology a ubiquitous term. Communication has evolved from traditional methods to instantaneous digital exchanges. However, in an information technology-driven environment, a solid education and specialized certifications are essential for progression. Unfortunately, the polytechnic sector in Nigeria is underutilized and not uniformly ICT compliant, hindering sustainable growth and development. The lack of significant government action regarding ICT in the polytechnic sector necessitates research to advocate for its potential as a catalyst for sustainable development in Nigeria.

METHODOLOGY

Research methodology refers to the framework used for investigating a research problem and collecting data. Data collection involves various activities, including extracting information from available sources. This research relies primarily on secondary data sources, including books, journals, conference papers, and lecture notes on corporate strategic management.

REVIEW OF RELATED LITERATURE

Information technology (ICT) are electronic innovations utilized for data stockpiling and recovery. Improvement is halfway dictated by the capacity to set up a synergistic cooperation between mechanical advancement and human esteems. The quick rate at which ICTs have advanced since the mid twentieth century, the joining and

inescapability of ICTs, give them a solid part being developed and highly globalized (Nwagwu, 2006). ICTs significantly affect all territories of human action (Brakel and Chisenga, 2003).

The arena of teaching and learning has been influenced by ICTs, which have without a doubt influenced educating, learning, and research (Yusuf, 2005). A lot of research has demonstrated the advantages to the nature of training (Al-Ansari, 2006). ICTs can possibly quicken, enhance, and develop aptitudes, to inspire and draw in understudies, to cause relate school understanding to work rehearses, make monetary suitability for tomorrow's laborers, and additionally reinforcing instructing and helping schools change (Davis and Tearle, 1999; Lemke and Coughlin, 1998; referred to by Yusuf, 2005).

In a quickly evolving world, fundamental instruction is basic for an individual have the capacity to get to and apply data. Such capacity must discover incorporate ICTs in the worldwide town. The Economic Commission for Africa has demonstrated that the capacity to access and utilize data is not any more an extravagance, however a need for improvement. Lamentably, numerous creating provinces, particularly in Africa, are still low in ICT application and utilize (Aduwa- Ogiegbean and Iyamu, 2005).

Information technology (ICT) encompasses electronic innovations used for data storage and retrieval. ICTs have a significant impact on all areas of human activity and have notably influenced teaching, learning, and research. Despite its potential benefits, many developing countries, especially in Africa, lag in ICT application and utilization. Enhanced polytechnic education is essential for creating effective human capital. The demand for ICT skills is increasing, and early acquisition of these skills is crucial for polytechnic students.

WHY THE NEED FOR ICT COMPLIANCE IN NIGERIAN POLYTECHNICS

The integration of ICT into Nigerian polytechnics is vital in the technology-driven age. Computer literacy is necessary for survival, and institutions must equip their workforce with ICT skills. ICT application in polytechnics improves productivity and job security for workers. Additionally, it enhances the educational system, providing students with a better education and preparing them for the workforce.

Enhanced polytechnic education is fundamental to the making of successful human capital in any nation (Evoh, 2007). The requirement for ICT in Nigerian polytechnics can't be overemphasized. In this innovation driven age, everybody requires ICT skill to survive. Institutions are thinking that its extremely important to prepare and re-

prepare their workforce to set up or improve their insight into PCs and other ICT offices (Adomi and Anie, 2006; Tyler, 1998). This calls for early procurement of ICT abilities by polytechnic students.

The capacity to utilize PCs viably has turned into a fundamental piece of everybody's training. Abilities, for example, accounting, administrative and regulatory work, stocktaking, et cetera, now constitute an arrangement of modernized practices that frame the center IT aptitudes bundle: spreadsheets, word processors, and databases (Reffell and Whitworth, 2002).

The interest for PC/ICT education is expanding in Nigeria, since workers understand that PCs and other ICT offices can improve productivity. Then again, workers have likewise understood that PCs can be a risk to their employments, and the best way to improve professional stability is to be educated in computer packages and be more compliant. With the appeal for PC proficiency, the instructing and taking in these abilities is a worry among experts (Oduroye, n.d.). This is additionally valid for other ICT segments.

New instructional systems that utilization ICTs give an alternate methodology of instruments. For the students, ICT usage takes into account expanded individualization of learning. In schools where new advancements are utilized, students have uninterrupted access that acclimate to their capacity to focus and give significant and prompt response to education upgrade, which is as of now not completely actualized in the Nigerian educational system (Emuku and Emuku, 1999 and 2000).

ICT application and usage will demonstrate useful in enhancing Nigeria's instructive framework and giving understudies a superior training. A mechanically propelled workforce will prompt ICT development in Nigeria, with the possibility to enhance military innovation and broadcast communications, media interchanges, and talented ICT experts' will's identity very much prepared to tackle IT issues in Nigeria and different parts of the world (Goshit, 2006).

InfoTech and the Purpose of Education-Teaching and Learning Education is no longer confined to traditional teaching methods but is increasingly viewed as a process of creating, preserving, integrating, transmitting, and applying knowledge. Information technology enables schools to transcend the constraints of space and time, facilitating the delivery of education services anytime, anywhere. It offers avenues for interactive learning, audio-visual utilization, and distance learning. Moreover, it

fosters social capital among students and researchers, facilitating the rapid exchange of information and enhancing learning and teaching practices.

GOVERNMENT FOCUS IN THE POLYTECHNICS

The government plays a crucial role in ensuring the availability and affordability of information technology in polytechnics. It should enact ICT laws and establish an ICT-based implementation commission to provide and monitor ICT facilities in schools. Additionally, PC/ICT education should be made mandatory for all polytechnic students, and efforts should be made to post ICT- skilled instructors to each polytechnic. Addressing power supply issues is also essential for effective ICT service delivery.

Firstly, Information technology makes it simple to get to scholarly data all the times and when enquired. Both pupils and educators utilize Information technology to gain and trade instructive material. For instance; educators can without much of a stretch give visual and sound classes to their students utilizing PCs and broadband web. This breaks the limits of getting to data, in light of the fact that the understudy will just go to an address while not in a physical classroom. Likewise, educators can relegate assignments to students by means of electronic email or grounds instructive discussions.

Secondly, Information technology speeds the exchange and appropriation of data. students can without much of a stretch access scholastic information utilizing PCs and new technology like cell phone application. IT specialists have coded instructive applications which can be utilized by students to get to data quick. These cell phone applications are supplanting some old strategies like getting of books in libraries, nowadays students can utilize Library cell phone applications to download books advise of e-books, so they have these books whenever which spares them time and encourages them read whenever anyplace.

Thirdly, Information technology has helped students learn in gatherings and it has additionally helped instructors show students in gatherings. In past, we used to have bunch talks at school which required every part to contribute, however the timid students could avoid these gatherings in light of the dread of communicating themselves. Presently with info tech, schools have made scholastic gatherings, where students can examine about a particular subject with no dread of articulation. They can likewise participate in video and content talking. Another advantage of these online gathering dialogs is that not all gathering individuals will be from an

indistinguishable class or school from it was previously. Students from different schools the world over can be in a similar scholarly gathering and offer scholastic data. Let's take for instance a student studying in Africa joining a gathering dialog of students in other foreign Universities, the data traded will be gainful to this student. Fourthly, Information technology has changed the way we learn and translate data. The utilization of varying media training enables students to learn quicker and effortlessly. Rather than content and slate notes, students get exhausted in this type of instruction. It is a human shortcoming, individuals would prefer not to peruse content for so long, they get exhausted, so the presentation of varying media innovation in instruction, influences students to appreciate what they're realizing. Visual representation utilizing pictures on projectors enables a student comprehend the idea, since some of these pictures are intriguing and they look natural to a student. Our brains have a tendency to recollect visual representations effectively more than content. This clarifies why you can without much of a stretch recall somebody's face however neglect to recollect their names.

Furthermore, Information technology empowers students over the globe to think about from anyplace through online instruction. This has been conceivable because of the across the board of modest broadband web in both created and non-created nations. Dissimilar to previously, when a few courses used to be given in created nations, so for an understudy to ponder those courses they needed to experience the issue of moving from their nation of origin which was too costly.

Presently days, an understudy can approach these courses on the web. Numerous colleges have opened their instructive educational programs to the world. So at a little expense, an understudy can be a piece of that college. These students do similar exams and are set apart by similar instructors.

Moreover, because of student's innovative proficiency, youngsters can get social capital from their comprehension of present-day data advances, and along these lines have contribution to instructive change. A similar innovation likewise encourages the fast trade of data by analysts on particular themes, so the speed of the dispersion of data is significantly expanded. The expanded access to colossal measures of information implies understudies require help choosing, assessing and dissecting data, and they have to figure out how to decide the cash, legitimacy and veracity of the data itself. These adjustments in learning have suggestions for showing practice also.

Lastly, the most elevated amount of progress happening in connection to data innovation and training is standing out educating is progressively being viewed as happening by means of the medium of innovation, as opposed to using innovation as an extra additional in the classroom. Data innovation especially impacts course substance and showing technique and the enrollment and preparing of showing staff and the substance of courses. Data innovation expects instructors to learn new arrangements of abilities. Using PC innovation enhances the instructive experience of the understudies – not such a great amount of in light of the media itself, but rather on the grounds that product programs expect instructors to think along the side and efficiently, and deliver better educating materials.

CONCLUSION AND RECOMMENDATIONS

The polytechnic sector in Nigeria requires significant attention and support from the government and citizens to realize its potential. Government intervention is necessary to translate ICT laws into reality and establish an ICT-based implementation commission for tertiary institutions. Every polytechnic should receive ICT investments to lay a solid foundation for Nigeria's industrial growth and development. Mandatory ICT education for staff and students is essential to internalize practical aspects of ICT. Efforts should be made to integrate ICTs into the educational system to enhance teaching, learning, and research.

To ensure widespread adoption and utilization of ICTs in Nigeria's polytechnic education system, several challenges need to be addressed. Despite the potential benefits of ICTs in teaching, learning, and research, polytechnics in Nigeria have not fully embraced them. Efforts to integrate ICTs into the educational system have been hindered by various issues, including inadequate policies and implementation strategies, as well as limited or poor information infrastructure.

To overcome these challenges and promote the effective use of ICTs in polytechnic education, several measures can be taken: The study recommends the following:

1. **Develop Comprehensive Policies:** There is a need for well-defined policies that outline the integration of ICTs into the polytechnic curriculum and establish clear guidelines for their implementation. These policies should address infrastructure requirements, teacher training, content development, and evaluation mechanisms.
2. **Improve Infrastructure:** Adequate infrastructure, including reliable internet connectivity, computers, and other ICT tools, is essential for effective

integration of ICTs into teaching and learning. Efforts should be made to improve and expand existing infrastructure in polytechnics across Nigeria.

3. **Teacher Training:** Teachers play a crucial role in leveraging ICTs for educational purposes. Therefore, comprehensive training programs should be developed to equip them with the necessary skills and knowledge to effectively integrate ICTs into their teaching practices.
4. **Content Development:** High-quality digital content tailored to the needs of polytechnic students should be developed to support ICT-enabled teaching and learning activities. This content should be aligned with the curriculum and designed to enhance student engagement and learning outcomes.
5. **Establish Monitoring and Evaluation Mechanisms:** Regular monitoring and evaluation are essential to assess the effectiveness of ICT integration initiatives in polytechnics. This includes tracking progress, identifying challenges, and making necessary adjustments to improve outcomes.
6. **Foster Collaboration and Partnerships:** Collaboration between government agencies, educational institutions, industry stakeholders, and international organizations can facilitate the exchange of best practices, resources, and expertise in ICT integration. Partnerships with private sector entities can also help secure funding and technical support for ICT initiatives.

By addressing these challenges and implementing these measures, Nigeria can promote widespread adoption and effective utilization of ICTs in its polytechnic education system, ultimately enhancing teaching, learning, and research outcomes

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DEBT FINANCING AND PERFORMANCE OF OIL AND GAS COMPANIES IN Nigeria

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ABSTRACT

This research investigated the impact of debt financing on the performance of oil and gas companies in Nigeria. The study used secondary data, employed a random effect model for data analysis, and covered the years from 2013 to 2022. Findings from the study revealed that the coefficient of short-term debt is positive (46.59709) and significant ($P = 0.0297$). The beta value of long-term debt is positive (46.20144) and significant ($p = 0.0346$). The coefficient of total debt is positive (46.46033) and significant ($p = 0.3019$), and the coefficient of firms' size is positive (0.037005) and significant ($p = 0.0068$). The study concluded that using a small percentage of short-term debt and a larger percentage of long-term debt to run the operations of oil and gas companies in Nigeria will enhance their performance. The study recommended that the management of oil and gas firms in Nigeria should focus more on using long-term debt than short-term debt to improve their firms' performance.

Key Words: Debt financing, performance, oil and gas companies

1.1 Introduction

Continuous research on the impact of debt financing on the performance of oil and gas companies in emerging economies is absolutely justified because previous related studies that have concentrated on this area are still rare in the literature (Ali, 2020). Nigeria, with its large population and inclusive growing economy, is still facing many difficulties in stabilizing its oil and gas sector (Oke and Afolabi, 2011). The effort of the oil and gas sector towards Nigeria to be among the growing economies all over the world is worth praising, but the sector is still facing many financing crises that are foiling its efforts in moving the country's economy to a great height (Mazen, 2013). All these unresolved issues motivated this research to evaluate the impact of debt financing on the performance of oil and gas companies in Nigeria. The country therefore needs to grow the sector in a sound manner for its sustainability. Doing this could assist the country in achieving greater economic development by providing for the fundamental and essential needs of its citizens.

Researchers identified that different debt financing modes usually have different effects on firms' performance (Ali, 2020). However, discussions are still ongoing in the literature on the effects of financing through debt on firms' performance (Abubakar, 2021). Financing through debt simply means arranging various loan facilities to run the activities of a business. These debt options include facilities like long term debt and short-term debt. A bank overdraft is an example of short-term debt, while a debenture is a long-term loan. Therefore, long-term projects require long-term finance, while short-term projects need short-term sources of finance. (Abeywardhana, D.K.Y., &Magoro, 2017). However, using the wrong debt to finance might seriously affect firms' performance and survival. It is therefore advisable to use the appropriate debt capital sources to avoid financial mismatches, risk, and adverse effects on performance. This is because wrong financing decisions have been a bane to the survival of many business entities around the world (Akhtar, Javed, Maryam, &Sadia, 2012). Inappropriate debt financing decisions can also result in firms' untimely liquidation, bankruptcy, and poor financial performance (Abubakar, 2016). Performance is an outcome that must be accomplished in every organization. Recording higher performance is a function of firms' ability to source appropriate capital.

Considering the competitive and technological levels of the oil sector in Nigeria, it becomes essential that firms operating in the sector be financed not only by equity but also through the appropriate loan capital for their sustainability (Voulgaris, Asteriou, &Agiomirgianakis, 2000). A review of related studies such as Abubakar (2016), Abeywardhana.andMagoro (2017), Myšková. and Hájek (2017), Jason (2018), Ulfat and Sohail (2019), Olowe and Abubakar (2019), Ali (2020), Abubakar (2021), Akhtar, Javed, Maryam, and Sadia (2012), and Fakayode and Olayemi (2021), among others, indicated a wide concentration on other sectors like financial services,

consumer goods, agriculture, industrial goods, health care, and services, but this study focuses on the oil and gas sector. Apart from that, the reviewed related studies have not covered the period from 2013 to 2022 as covered in this study. For instance, Jason (2018) covered the years 2008–2016; Ulfat and Sohail (2019) covered 2000–2014; Olowe and Abubakar (2019) covered 2012–2018; and Fakayode and Olayemi (2021) covered 2013–2019. Based on the above background and the identified gaps, this study examines the debt financing and performance of oil and gas companies between 2013 and 2022. This study will help the managers of oil and gas companies and policymakers in Nigeria understand how different forms of debt capital impact their performance.

The broad objective of this research is to examine the impact of debt financing on the performance of oil and gas companies in Nigeria. The specific objectives of the study are to: evaluate the impact of short-term debt on the performance of oil and gas companies in Nigeria, determine the impact of long-term debt on the performance of oil and gas companies in Nigeria and assess the impact of total debt on the performance of oil and gas companies in Nigeria. This study hypothesized that: term debt has no impact on the performance of oil and gas companies in Nigeria, long-term debt does not impacted on the performance of oil and gas companies in Nigeria and there is no impact of total debt on the performance of oil and gas companies in Nigeria.

2.1 CONCEPTUAL REVIEW

2.1.1 DEBT FINANCING

Debts are the loans sourced to finance a business from debt holders. Debt financing is the application of proceeds obtained from loan facilities to fund a company (Akhtar, Javed, Maryam, & Sadia, 2012). Loan (debt) capital is a component of firms' capital structure raised through external sources to finance their business activities (Abubakar, 2016). It is a borrowed resource for the finance of a company that is repaid after some specified periods (Abeywardhana, D.K.Y., & Magoro, 2017). Debt may be in short-term or long-term form. Short-term debt is a repayable loan within a year for the finance of a business (Abubakar, 2021). It is a firm's source of financing that is repayable in not more than one year. Loans of capital that have no more than one year of maturity and assist corporate organizations to meet their financial obligations are called short-term debt (Atambo, Muturi, & Onchonga, 2016). A short-term source of finance usually attracts very low interest compared with a long-term loan if there is no breach of contract between the borrowers and lenders (Abubakar, 2016). On the other hand, long-term debt is a mode of business financing that is repayable after one year. Long-term debt is a debenture that is usually matured after a year (Bashiru & Bukar, 2016). Debenture is a tax-free, long-term refundable capital

source after more than a year that companies use to replace their outdated assets (Bello Pembi&Vandi, 2020).

2.1.2 PERFORMANCE

Performance is the result of a business. Performance is a criterion for evaluating the financial condition of a firm at a given time horizon (Akhtar, Javed, Maryam, &Sadia, 2012). It may be described as the firms' ability to manage and control investment, financing decisions, and operational strategies that will contribute to the attainment of their objectives, stability, and survival (Omukaga, 2017). We may look at firms' performance as an unbiased evaluation of how judiciously companies have used their assets to generate income. Firms' performance reflects the present financial results of a firm at a given period (Atambo et al., 2016). The performance used in this research implies financial performance measured in terms of oil and gas firms' profitability.

2.2 THEORETICAL REVIEW

2.2.1 MODIGLIANI AND MILLER THEORY OF CAPITAL STRUCTURE

This study is anchored on the Modigliani and Miller (MM) theory of capital structure postulated by MM (1963). The researchers and economists believed that capital theory is a static trade-off theory (Abubakar, 2021). The theory pointed out that firms' loan payments are tax-free, indicating that debt is a less risky financing mode compared with equity (Abubakar, 2021). That means financing through debt is more economical than financing through equity. The MM model affirmed that the debt capital of companies has significant impacts on the market value of firms, implying that the cash flow of the companies is unaffected by their loan capital (Edori, Ekweozor, &Ohaka, 2020). Furthermore, firms' value is unaffected by the debt financing decision based on the MM revised review, but a fact was established that the greater the debt financing, the greater the firms' earnings (Edori et al., 2020).

The MM theory further explained that the marginal value of tax savings occurs when firms' borrowings are up to the level at which the increase in present value is balanced with bankruptcy costs (Akhtar, Javed, Maryam, &Sadia, 2012). Thus, the performance of firms is dependent on the impact the debt capital has on their ability to raise more debt capital to improve their profitability levels (Akhtar et al., 2012). A review of static trade-off theory advanced on Myers (1984) recent research, as the review disclosed that to balance the benefits and costs of raising additional loans, firms need to determine their optimal capital structure (Fakayode&Olayemi, 2021). After all, tax savings, cash flow improvement, and the advantages of leveraging firms' finances (Ikapel&Kajirwa, 2017). Based on the review, debt financing has a positive effect on firms' performance because bankruptcy costs are included in the cost of borrowing, thereby optimizing leverage value, which enables marginal gains to

balance with borrowing costs. Therefore, the MM theory of capital structure fits this study.

2.3 EMPIRICAL REVIEW

Jason (2018) carried out research on "capital structure and profitability of listed retail firms in South Africa," employed secondary data, used regression models for data analysis, sampled sixteen (16) firms, and covered the years 2008 to 2016. The study discovered that both short-term and long-term debts have a positive and significant relationship with firms' profitability. A study was conducted by Ulfat and Sohail (2019) on "the effect of debt financing on firm performance: in Pakistan's non-financial sector. The research covered the years 2006–2014, used secondary data, and used fixed and random effect models. The study found a significant positive impact of debt financing on the companies' performance. Olowe and Abubakar (2019) investigated "the impact of capital structure on the financial performance of selected quoted firms in Nigeria." They used panel data, covered 7 years from 2012 to 2018, sampled ten listed companies using the purposive sampling technique, and employed panel regression models for the estimation of the data. The research revealed a positive and significant impact of short-term debt on the firms' financial performance. Fakayode and Olayemi (2021) investigated "the effect of capital structure on the financial performance of quoted manufacturing companies in Nigeria." The research used 10 firms, covered 7 years (2013–2019), and employed panel regression models for data estimation. The study discovered positive but insignificant effects of long-term debt and short-term debt on return on assets (ROA).

From the review above, no study of debt financing and performance was conducted in the oil and gas sector of the Nigerian economy as focused on by this research. Apart from that, the reviewed related studies have not covered the period from 2013 to 2022 as covered in this study. For instance, Jason (2018) covered the years 2008–2016; Ulfat and Sohail (2019) covered 2000–2014; Olowe and Abubakar (2019) covered 2012–2018; and Fakayode and Olayemi (2021) covered 2013–2019.

3.1 METHODOLOGY

This research used an *expo facto* research design, covered a period of ten (10) years from 2013 to 2022, and employed the purposive sampling technique to select seven (7) firms out of the total population of oil and gas companies listed on the Nigerian Exchange Group plc. The sample size considered was based on data availability from their financial statements from 2013 to 2022. The sampled companies include: MRSplc, Oandoplc, Total Nigeria plc, Japaul Oil, Conoilplc, Eternaplc, and Maritime Services plc. The study employed secondary data and used panel regression models of the fixed effect, random effect, pooled ordinary least squares, and descriptive statistics together with various tests like Hausman f-restricted, among others, for

data estimation. Consideration was given to panel regression as it is capable of deriving parameters' estimates that can determine the impacts of the observed variables on the response variable. The collated data include long-term debt to total assets, short-term debt to total assets, total debt to total assets as explanatory variables, and return on assets as a dependent variable, as previously used by some researchers like Jason (2018), Olowe and Abubakar (2019), Myšková. and Hájek (2017), Ulfat and Sohail (2019) among others.

3.2 MODEL SPECIFICATION

This research adapted the work of Olowe and Abubakar (2019), as specified below: After the modification of Olowe and Abubakar's (2019)' model, this study's model was designed as specified below:

Where:

- return on assets of oil and gas companies in i year t ;
- the ratio of short term debt to the total assets of oil and gas companies i in year t ;
- the ratio of long term debt to the total assets of oil and gas companies i in year t ;
- Total debt of oil and gas companies i in year t ;
- Oil and gas companies' size in year t as a control variable measured as the natural log of total assets.

4.0 DATA AND RESULTS

4.1 DESCRIPTIVE ANALYSIS

Table 4.1: Descriptive Statistics Results

Variables	Mean	Median	Max.	Min	S.D	J-B	Prob.
ROA	0.196950	0.200000	0.250000	0.119500	0.030027	35.59108	0.0000
STD	0.014910	0.011450	0.039300	0.002600	0.012024	8.280642	0.0159
LTD	0.170540	0.210900	0.321700	0.004900	0.106999	6.855600	0.0325
TD	0.185450	0.220950	0.335700	0.008400	0.108874	6.627238	0.0364
FS	6.923690	7.031800	7.408400	5.895900	0.449528	11.61187	0.0030

Source: Data Analysis, 2024

Table 4.1 reveals the descriptive statistical results of oil and gas companies (O&GCOYs) in Nigeria. The result shows that, on average, the percentage of short-term debt (STD) to total debt (0.01491/0.18545) is 8%. That means just 8% of the total debt of the O&GCOYs is financed through STD. The minimum and maximum values are 0.0026 and 0.0114, respectively. Its median is 0.0115, and its standard deviation (SD) is 0.0120, below the mean value. Its Jarque-Bera value of 0.0159 with

a probability value of 0.015 indicates that the data is normally distributed. The average proportion of long-term debt (LTD) to total debt (0.17054/0.18545) is 92%. That is, 92% of the total debt of O&GCOYs is financed through LTD. The minimum and maximum values are 0.0049 and 0.3217, respectively. Its median is 0.2109, and its standard deviation (SD) is 0.1069, below the mean value. The Jarque-Bera value is 6.8556, and its probability value is 0.033, indicating that the data is normally distributed. The average proportion of total debt (TD) is 0.18545. Its minimum and maximum values are 0.0084 and 0.3357, respectively. Its median is 0.2209, and its standard deviation is 0.1088, below the mean value. The Jarque-Bera value is 6.6272, and its probability value is 0.036, indicating that the data is normally distributed. The average percentage of firms' size (FS) is 6.9236. Its minimum and maximum values are 7.4084 and 5.8959, respectively. Its median is 7.0318 and its standard deviation is 0.44952, below the mean value. The Jarque-Bera value is 11.6118, and its probability value is 0.0030, indicating that the data is normally distributed.

4.1 PRE-DATA TEST

TABLE 4.2: UNIT ROOT TEST RESULT (ADF): FISHER METHOD

Variables	X^2 /P-value	ROA	STD	LTD.	TD	FS
@ Level	X^2	50.772	23.732	39.7996	39.973	46.274
	P-value	0.0000	0.0590	0.0003	0.0003	0.0000
@ 1 st Difference	X^2	-	4.6051	-	-	-
	P-value	-	0.9905	-	-	-
@ 2 nd Difference	X^2	-	26.584	-	-	-
	P-value	-	0.0217	-	-	-

Source: Data Analysis, 2024

Table 4.2 displays the results of unit root tests using the ADF-Fisher's method, where the results showed an X^2 of 50.722 with a probability value of 0.0000 for return on assets (ROA), which implies that ROA is stationary. Thus, no units root in a time series. Also, the X^2 of 23.732 with a probability value of 0.059 for short-term debt (STD) means STD is not stationary. Therefore, the analysis proceeds to the 1st difference, where X^2 is 4.6051 and the probability value is 0.9905, meaning that the variable is still not stationary at the 1st difference, thereby proceeding the test to the 2nd difference, where X^2 is 26.584 and the probability value is 0.0217, implying that STD is now stationary at the 2nd difference. Thus, no unit root exists again. More so, the X^2 of total debt (TD) at level 39.973 with a probability value of 0.0003, indicating that TA is stationary at this level. Thus, no units root. Again, the X^2 of firms' size (FS) is 46.274, and its probability value is 0.000, showing that there is no unit root in the series.

Table 4.3: Result of Poled Ordinary Least Square**SERIES: ROA, STD, LTD, TA, FS**

Total panel (balanced) observations: 70

Included 7 cross-sectional units

Time-series length = 10

Variables	Co-efficient	Std. Error	t-Statistic	Probability
Constant	0.037000	0.012610	2.934000	0.0000
STD	46.59710	51.26190	0.909000	0.0276
LTD	46.20140	51.36670	0.899400	0.0128
TD	46.46030	51.35970	90460000	0.0301
FS	0.037004	0.012612	2.934000	0.0276
R-squared	0.806104			
Adjusted R-squared	0.775163			
F-statistics	26.053, P=0.00			
Durbin-Watson	1.929278			
F-test	46.274, p=1.000			
Breusch-Pagan test	$\chi^2=3.889$, P=0.04			
Hausman Test	0.0000, P=1.00			
Pesaran CD Test	Z=14.49, P=0.07			

Source: Data Analysis, 2024

Table 4.3 shows the pooled ordinary least squares (POLS) result of the selected oil and gas companies (O&G COYFs) in Nigeria, where R-square is 0.806104, showing that 81% of total changes in return on assets (ROA) are jointly accounted for by short-term debt (STD), long-term debt (LTD), total debt (TD), and firms' size (FS). The adjusted R-square of 0.775163 implies that even if the error terms are included in the model, STD, LTD., TD, and FS will still account for 78% of the of the improvement in oil and gas companies' performance in Nigeria. The F-test result ($f = 46.274$, $p = 1.000 > 0.05$) between POLS and fixed effect (FE) models favors POLS, while the Breusch-Pagan test result ($\chi^2 = 3.889$, $P = 0.04 < 0.05$) between POLS and random effect (RE) models supports RE, and the Hausman test result (0.0000 , $P = 1.000 > 0.05$) between FE and RE models favors RE. Thus, the RE model is considered the best estimator for the data analysis in this research. However, the coefficient of STD is statistically positive (46.59709) and significant ($P = 0.0276 < 0.05$). This indicates that a unit increase in STD will increase the ROA by 46.59. The beta value of LTD is statistically positive (46.20144) and significant ($p = 0.0128 < 0.05$), meaning that a unit increase in LTD will increase the ROA by 46.20144. The coefficient of TD is statistically

positive (46.46033) and significant ($p = 0.0301 < 0.05$), implying that a unit increase in TD will increase the ROA by 46.5. The coefficient of FS is statistically positive (0.037005) and significant ($p = 0.0276 < 0.05$), revealing that a unit increase in FS will increase the ROA by 0.037. The Pesaran CD test for cross section dependence accepted the null hypothesis that there is no fundamental error in the significance level used for the study's variables. The Durbin-Watson statistics are 1.929278, which is approximately equal to 2, meaning the absence of serial autocorrelation.

Table 4.4: Result of the Fixed Effect Model

SERIES: ROA, STD, LTD, TA, FS

Total panel (balanced) observations: 70

Included 7 cross-sectional units

Time-series length = 10

Variables	Co-efficient	Std. Error	t-Statistic	Probability
Constant	-0.017147	0.082688	-0.207371	0.0064
STD	46.59709	53.80533	0.866031	0.3010
LTD	46.20144	53.91531	0.856926	0.0050
TD	46.46033	53.90795	-0.861846	0.0223
FS	0.037005	0.013238	2.795269	0.0070
R-squared	0.806104			
Adjusted R-squared	0.775163			
F-statistics	26.053, P=0.00			
Durbin-Watson	1.929278			
F-test	46.274, p=1.000			
Breusch-Pagan test	$X^2=3.889$, P=0.04			
Hausman Test	0.0000, P=1.00			
Pesaran CD Test	Z=14.49, P=0.07			

Source: Data Analysis, 2024

Table 4.4 reveals the fixed effect (FE) model result of the selected oil and gas companies (O&GCOYFs) between 2013 and 2023 in Nigeria, where R-square is 0.806104, showing that 81% of total changes in return on assets (ROA) are jointly accounted for by short-term debt (STD), long-term debt (LTD), total debt (TD), and firms' size (FS). The adjusted R-square of 0.775163 implies that even if the error terms are included in the model, STD, LTD., TD, and FS will still account for 78% of the improvement in oil and gas companies' performance in Nigeria. The F-test result ($f = 46.274$, $p = 1.000 > 0.05$) between pooled ordinary least square (POLS) and FE models favors POLS, while the Breusch-Pagan test result ($X^2 = 3.889$, $p = 0.04 < 0.05$) between POLS and random effect (RE) models supports RE, and the Hausman test

result (0.0000, $p = 1.000 > 0.05$) between FE and RE models favors RE. Thus, the RE model is considered the best estimator for data analysis in this research. However, the coefficient of STD is statistically positive (46.59709) and significant ($P = 0.3010 < 0.05$). This indicates that a unit increase in STD will increase the ROA by 46.59. The beta value of LTD is statistically positive (46.20144) and significant ($p = 0.0050 < 0.05$), meaning that a unit increase in LTD will increase the ROA by 46.20144. The coefficient of TD is statistically positive (46.46033) and significant ($p = 0.0223 < 0.05$), implying that a unit increase in TD will increase the ROA by 46.5. The coefficient of FS is statistically positive (0.037005) and significant ($p = 0.0070 < 0.05$), revealing that a unit increase in FS will increase the ROA by 0.037. The Pesaran CD test for cross section dependence accepted the null hypothesis that there is no fundamental error in the significance level used for the study's variables. The Durbin-Watson statistics are 1.929278, which is approximately equal to 2, meaning the absence of serial autocorrelation.

Table 4.5: Results of the Random Effect Model

SERIES: ROA, STD, LTD, TA, FS

Total panel (balanced) observations: 70

Included 7 cross-sectional units

Time-series length = 10

Variables	Co-efficient	Std. Error	t-Statistic	Probability
Constant	-0.017147	0.082688	-0.207371	0.0414
STD	46.59709	53.80533	0.866031	0.0297
LTD	46.20144	53.91531	0.856926	0.0346
TD	46.46033	53.90795	-0.861846	0.3019
FS	0.037005	0.013238	2.795269	0.0068
R-squared	0.806104			
Adjusted R-squared	0.775163			
Durbin-Watson	1.929278			
F-test	46.274, $p=1.000$			
Breusch-Pagan test	$X^2=3.889, P=0.04$			
Hausman test	0.0000, $P=1.00$			
Pesaran CD Test	$Z=14.49, P=0.07$			

Source: Data Analysis, 2024

Table 4.5 displays the random-effect (RE) model result of the selected oil and gas companies (O&GCOYFs) between 2013 and 2023 in Nigeria, where R-square is 0.806104, showing that 81% of total changes in return on assets (ROA) are jointly

accounted for by short-term debt (STD), long-term debt (LTD), total debt (TD), and firms' size (FS). The adjusted R-square of 0.775163 implies that even if the error terms are included in the model, STD, LTD, TD, and FS will still account for 78% of the improvement in oil and gas companies' performance in Nigeria. The F-test result ($f = 46.274$, $p = 1.000 > 0.05$) between pooled ordinary least square (POLS) and fixed effect (FE) models favors POLS, while the Breusch-Pagan test result ($\chi^2 = 3.889$, $P = 0.04 < 0.05$) between POLS and RE models supports RE, and the Hausman test result (0.0000 , $P = 1.000 > 0.05$) between FE and RE models favors RE. Thus, the RE model is considered the best estimator for data analysis in this research. However, the coefficient of STD is statistically positive (46.59709) and significant ($P = 0.0297 < 0.05$). This indicates that a unit increase in STD will increase the ROA by 46.59. The beta value of LTD is statistically positive (46.20144) and significant ($p = 0.0346 < 0.05$), meaning that a unit increase in LTD will increase the ROA by 46.20144. The coefficient of TD is statistically positive (46.46033) and significant ($p = 0.3019 < 0.05$), implying that a unit increase in TD will increase the ROA by 46.5. The coefficient of FS is statistically positive (0.037005) and significant ($p = 0.0068 < 0.05$), revealing that a unit increase in FS will increase the ROA by 0.037. The Pesaran CD test for cross section dependence accepted the null hypothesis that there is no fundamental error in the significance level used for the study's variables. The Durbin-Watson statistics are 1.929278, which is approximately equal to 2, meaning the absence of serial autocorrelation.

DISCUSSION OF RESULTS

This study examined the impact of debt financing on the performance of oil and gas companies listed on the Nigerian Exchange Group plc between 2013 and 2022. The descriptive statistic results showed that 9% of the total debts of the companies were financed through short-term debt, while 92% of their total debts were financed through long-term debt. The random effect model result revealed that the coefficients of short-term debt (46.59709), long-term debt (46.20144), total debt (46.46033), and firms' size (0.037005) on performance (ROA) are statistically positive and significant, implying that a unit increase in the value of each explanatory variable will lead to the indicated proportional improvement in the performance of oil and gas firms in Nigeria. This study's outcomes were confirmed by the research results of Jason (2018); Ulfat and Sohail (2019); Olowe and Abubakar (2019); and Fakayode and Olayemi (2021), which discovered a positive impact of debt financing components (short-term debt and long-term debt) on firms' performance. Furthermore, the Pesaran CD test showed no fundamental errors in the variables' significance levels used. Durbin-Watson statistics revealed the absence of serial autocorrelation. The R-square revealed that 81% of the changes in the firms' performance are jointly explained by the study's explanatory variables.

CONCLUSION AND RECOMMENDATION

Based on the outcomes of this research, using a small percentage of short-term debt and a larger percentage of long-term debt to finance oil and gas companies in Nigeria will enhance their performance. These study's findings are implicative, which is why the management of the companies needs to continue with the discovered proportions of each debt financing mode to run the firms' affairs. Besides that, it is essential that they pay full attention to the degree of total debt capital they use to avoid high financial risk. Finally, the management of the oil and gas sector in Nigeria should focus more on using long-term debt than short-term debt to improve their firms' performance. The study has contributed to knowledge as it discovered the proportion of short-term and long-term debt used for the debt capital structures of oil and gas companies in Nigeria.

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IMPACT OF ELECTRONIC ADMINISTRATION ON SERVICE DELIVERY IN NIGERIAN UNIVERSITIES

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ABSTRACT

E-administration refers to the use of information and communication technology (ICT) to enhance the efficiency, transparency, and effectiveness of government operations. It involves automating administrative processes, digitizing records, and providing online services, which can lead to a more responsive and accessible public sector. E-administration enables us to come to the knowledge of the shift paradigm in public service via information and communication technology. IT has the potential to transform government administrative structure and improve the quality of services to be provided by the government. The study investigates the impact of e-administration on service delivery. The study was conducted in succinct and coherent manner and was also anchored on secondary data. The study discovered that some universities have adopted an integrated e-administration across various aspects of their operations, leading to notable improvements in service delivery. The research however, suggested for the need for government intervention, particularly through increased funding and logistical support, design and implement targeted training programs and mentorship initiatives for staff and stakeholders at all levels, focusing on e-administration tools and cybersecurity awareness to help University institutions to fully embrace and implement e-administration across all relevant areas of managing university institutions in Nigeria.

Keywords: Administration, E-administration, Nigerian Universities and Efficient Service Delivery

INTRODUCTION

Information and Communications Technology (ICT) has become a hallmark of the 21st century, significantly impacting multiple sectors by transforming how information is stored, retrieved, transmitted, and received. This technology encompasses a wide range of tools, including the internet, wireless networks, smartphones, computers, and other digital devices. ICT has facilitated global connectivity, enabling instant communication and easy access to information from virtually any location. Its influence extends beyond business operations, affecting education, healthcare, entertainment, and social interactions, fundamentally reshaping these areas.

The widespread adoption of ICT has led to profound changes worldwide, making it an integral part of modern life, including in Nigeria. UNESCO's efforts to integrate ICT into education are part of a larger global initiative to use technology as a means to democratize learning and prepare students for the digital era. By focusing on aspects such as universal basic education and efficient governance of education, aims to build a more inclusive, equitable, and sustainable educational system globally. The adoption of ICT is known as "e-Governance," while its specific use in administration is referred to as "e-Administration." This involves utilizing information and communication technology to streamline interactions among individuals, departments, and external entities, ensuring swift information delivery. E-Administration emerged as a new approach to replace traditional administrative methods, aiming to build transparent, reliable, and efficient systems.

ICT has driven societal evolution, influencing the nature of administration. It has enhanced social, economic, and political interactions, introducing new forms of interactivity (Sharma, 2010). In the context of university administration, ICT-driven changes have improved how institutions are managed and altered how staff members interact and participate in governance. E-administration, by changing how information and knowledge are accessed and controlled, shifts the balance of power within institutions. Study highlighted the need for strategic management in the form of e-Administration. Designing effective e-Administration mechanisms requires strengthening the role of public administration staff, involving the general population, and making procedural and organizational improvements. Ultimately, this leads to the transformation and adoption of systems that adapt to new circumstances. The primary goal of e-Administration is to bring governance closer to the people. It plays a key role in achieving the objectives of e-democracy,

emphasizing transparency and encouraging active citizen participation in decision-making processes. Additionally, e-Administration can support the creation of comprehensive databases, facilitating better interaction between students and staff in universities.

Despite the increasing adoption of electronic administration in Nigerian universities, significant challenges impede its effectiveness in enhancing service delivery. These challenges include cyber security risks, such as data breaches and ransom ware attacks, which threaten the integrity and security of information systems. Additionally, data privacy concerns related to the collection and use of personal information raise critical ethical and legal issues. Furthermore, the digital divide exacerbates inequalities in technology access, potentially deepening socioeconomic disparities.

It's in this regard that the research is conducted to ascertain the impact of electronic administration on service delivery in Nigerian universities, and to investigate these pressing issues, their implications for service delivery aim at ensuring a secure and equitable digital environment.

CONCEPTUAL CLARIFICATION

E-ADMINISTRATION

E-Administration, also known as electronic administration, serves as a catalyst for efficient information flow, challenging traditional methods and introducing a more streamlined electronic system. This approach enhances accountability, reduces bureaucratic delays, and accelerates the delivery of organizational services. By minimizing barriers to accessing information, especially in service provision, e-Administration helps lower operational and managerial costs, curbs corrupt practices, and fosters transparency. It plays a crucial role in achieving organizational goals by ensuring efficiency and effectiveness in administrative functions.

The implementation of e-Administration improves accessibility, inclusivity, and flexibility in service delivery. It facilitates high-quality service provision at lower costs and boosts productivity. By promoting the use of ICT facilities, it encourages innovation and creativity, thereby enhancing the performance of universities globally. Specifically, e-Administration provides fast access to information, reduces storage needs, and allows multiple users to access data simultaneously. It also offers improved data security, with encryption features that protect information, requiring fewer personnel to manage the system. Centralized data-sharing systems enable

various organizational units to access information, which supports better decision-making and planning (Osakede et al., 2017).

The concept of administration, as defined by various scholars, emphasizes an organized and systematic approach to achieving group or organizational objectives. According to Obasi Igwe (2007), administration is a structured process that operates within legal or social frameworks, guiding how tasks are organized and relationships are managed to achieve specific goals. Hornby (2012) describes administration as the activities involved in planning, organizing, and managing the effective operation of businesses, schools, or other institutions. Similarly, Edem (2006) emphasizes that administration involves strategic planning and informed decision-making to accomplish the goals of an organization, particularly in educational or institutional settings. The scholars highlight that administration is a structured and organized process aimed at achieving organizational goals.

Administration acts as a service-oriented tool that optimizes the fundamental objectives of institutional processes. It aims to allocate human and material resources efficiently while maximizing the use of existing resources. In essence, effective administration facilitates the smooth operation of organizations by ensuring that resources are managed strategically and that institutional goals are met efficiently (Liverpool & Jacinta, 2013).

E-ADMINISTRATION IN NIGERIAN UNIVERSITIES

The concept of e-Administration and e-Management has gained prominence in recent policy discussions by the Nigerian Universities Commission (NUC). This is particularly evident with the introduction of the Universities Program Accreditation Portal (UPAP) and the Nigerian University System Management Portal (NUSMAP), aimed at developing an e-management model to improve university administration.

Key objectives of this model include:

- 1- Highlighting futuristic concerns for universities.
- 2- Establishing policies to guide implementations.
- 3- Enhancing university management standards.
- 4- Improving (e-) services offered by institutions.
- 5- Addressing challenges related to model delivery and success.
- 6- Supporting participatory decision-making and policy formulation.
- 7- Facilitating the creation of internal databases (Olaniyi, 2006).

Many Nigerian university libraries are advancing towards full automation, though some are still undergoing computerization. They currently offer resources like Online Public Access Catalogs, CD-ROM databases, email, and internet browsing. Studies have found that students are the primary users of these electronic services, as well as frequent visitors to university cyber cafes. The NUC has emphasized that universities should be appraised based on the functionality of their websites, network infrastructure, and academic portals. Research on e-Administration has grown due to this mandate, with studies addressing issues such as data accessibility, security, interoperability, virtual learning platforms, and the adoption of expert systems.

Study discovered that 78% of Nigerian universities offer online services for tasks like student registration, course enrollment, fee payments, and exam management, which improve administrative efficiency. However, Olaniyi (2006) pointed out that many institutions focus primarily on internet facilities when developing ICT centers, neglecting other important ICT components. The identified problem can be addressed by prioritizing other crucial ICT components needed for comprehensive functionality.

The key principles and objectives of e-administration comprise:

1. Increasing Government Accessibility

E-governance aims to make government services more accessible to the public by leveraging digital platforms. This means providing online services that can be accessed anytime, anywhere, thus eliminating geographical and time barriers.

2. Fostering Social Inclusion

One of the core objectives is to bridge the digital divide by ensuring that all segments of society, including marginalized and underserved groups, have equal access to digital services. This promotes inclusivity and ensures that no one is left behind.

3. Building Services with Citizen Choices in Mind

The focus is on creating services that prioritize the needs and preferences of citizens. This citizen-centric approach ensures that government services are user-friendly, accessible, and responsive to the community's requirements.

4. Using Taxpayers' Resources Effectively and Efficiently

The adoption of e-administration seeks to optimize the use of public funds by streamlining processes, reducing operational costs, and improving service delivery. Efficient resource management ensures that taxpayer money is spent judiciously, leading to better value for the public.

5. Disseminating Information Responsibly

E-governance emphasizes the responsible and transparent dissemination of information. This involves providing accurate, reliable, and timely information to the public, enhancing transparency and building trust between the government and citizens.

These principles collectively aim to create a more transparent, efficient, and inclusive governance system that serves the public effectively (Olaniyi, 2006).

IMPACT OF E-ADMINISTRATION ON SERVICE DELIVERY

The application of e-Administration in universities has brought significant improvements to service delivery, streamlining a wide range of processes. It enables online recruitment, promotion, and performance appraisals of staff, while internal communications like memos can be distributed via email. Additionally, transcripts can now be processed and verified digitally, tuition fees can be paid through platforms like e-Transact and students can register for courses and semesters online. Furthermore, lectures, exams, seminars, and assignments can be conducted virtually, and university records can be stored, retrieved, and shared with high levels of accuracy and security. Essentially, e-Administration facilitates efficient management of the key resources (men, machines, money, and materials).

Electronic databases within universities can help monitor employee performance, track metrics like labor turnover, lateness, absenteeism, and even identify ghost workers. Thus, e-Administration enhances overall governance by integrating multiple components of electronic systems into the organizational structure (Osakede et al. 2017). A study conducted by Poda in 2003 at Burkina Faso's University of Ouagadougou to identify factors influencing internet use, identifying seven key drivers: access to information, technological infrastructure, personal satisfaction, cost-effectiveness, enhanced learning, skill development, and financial challenges. Similarly, research by Hong et al. (2003) at Sarawak's University of Malaysia found that students' familiarity with the internet positively influenced their attitudes toward digital learning. Students also showed basic internet skills and appreciated the supportive environment provided by the university for digital learning. The above study identified that universities suffered financial difficulties in the quest to computerize their work. Research at Cape Coast University in Ghana by Ray and Day (1998) showed that 83% of students appreciated the use of ICT and digital resources, highlighting their time-saving benefits and user-friendly nature. Similarly, Egberongbe (2011) found that over 77% of instructors favored digital resources over

printed materials for their efficiency, though 66% acknowledged the continued importance of print resources, as confirmed by further studies by Kwafoa, Imoro, and Afful-Arthur (2014).

E-administration represents a step toward enhanced governance within university management systems. Despite the significant benefits, not all components of the electronic administrative framework have been fully integrated into university systems. Effective service delivery is crucial in university management, where swift and reliable turnaround times are essential. Digital tools ensure that memos and notifications can be disseminated online, while processes like transcript verification and school fee payments are managed via e-transact. Many exams, including those requiring computer-based testing (CBT), are now conducted online, allowing parents to track their children's academic performance more easily. Electronic assessments also improve transparency and efficiency in staffing, from recruitment to appraisals. Systems like Biometric Verification Machines (BVMs) help monitor attendance and prevent truancy, while CCTV installations enhance security within university premises.

E-platforms also significantly benefit teaching, learning, and research. Projectors and digital resources are used in classrooms, and search engines like Google, Yahoo, and Amazon facilitate comprehensive research. E-libraries further support academic pursuits by providing easy access to digital literature. Databases are established across university departments, ensuring efficient storage and retrieval of information, thus eliminating the need for prolonged manual searches. However, it remains surprising that around 70% of Nigerian universities still rely on analog methods, even for managing post-university exams like JAMB. The shift to e-Administration has led to more efficient and effective service delivery in universities by integrating digital tools into various aspects of administration. With continued investment in infrastructure and training, e-Administration can further enhance transparency, speed, and security in university management, paving the way for a more streamlined and accessible educational environment.

THEORETICAL FRAMEWORK

To gain a deeper understanding of the knowledge gaps present in current research and to explore potential solutions, various theories and models have been proposed and applied in relation to ICT usage in e-Governance and e-Administration within organizations. For this study, the Technology Acceptance Model (TAM) will be the theoretical framework underpinning the research. Introduced by Davis in 1986, TAM

is one of the most recognized models for explaining user behavior regarding technology acceptance. The model is based on principles from Social Psychology, particularly the Theory of Reasoned Action (TRA) developed by Fishbein and Ajzen in 1975.

The TAM framework suggests that Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) are critical factors influencing attitudes toward modern technology, acting as mediators among attitudes, external variables, and behavior (Davis et al., 1989). In the context of higher education, the attitudes of top managers, teachers, and students toward technology significantly impact their decision to adopt or reject ICT. Embracing ICT in universities is vital for encouraging its use by both educators and students. This theory is particularly pertinent to the study as it elucidates the reasons behind students' and teachers' willingness to use ICT, based on the perceived value and advantages associated with it. TAM is valuable in this context because it demonstrates how users come to adopt ICT, which can help understand the acceptance and integration of technology by faculty and students in their educational pursuits.

The literature reveals that the majority of university staff and students utilize ICT to achieve their objectives because they perceive it as a means to complete tasks more efficiently and quickly. While TAM is widely recognized worldwide, it does have some limitations.

PROBLEM ASSOCIATED WITH THE ADOPTION OF E ADMINISTRATION IN NIGERIAN UNIVERSITIES

1. **The lack of sufficient computer equipment** also posed a significant barrier, preventing the system from delivering its maximum benefits:

Lack of sufficient computer equipment can create a ripple effect, affecting training quality, engagement levels, educational equity, and the overall success of educational initiatives. Addressing this barrier is crucial for maximizing the benefits of any technology-based system aimed at improving educational outcomes.

2. **National Data Bank (NDB):**

The project faced challenges due to a lack of appropriate technical, strategic, and project management capabilities within the government, which became a significant barrier to its implementation.

3. **Sourcing and Internal Collaboration:**

Successful implementation of e-Administration depends on effective partnerships between the government and other entities, including private

and non-profit organizations, as well as cooperation across various departments. Poor coordination between central, regional, and local agencies can lead to inefficiencies, particularly when implementing e-Administration (EC, 2007a).

4. A lack of staff skills and the problems of hiring short-term staff caused delays in producing outputs.

A lack of staff skills and difficulties in hiring short-term personnel can lead to delays in project outputs because these issues directly impact the efficiency and effectiveness of project implementation. When staff members do not possess the necessary technical skills, they may struggle to operate systems, troubleshoot issues, or complete tasks on time. Additionally, if an organization faces challenges in recruiting skilled short-term staff, it can create gaps in the workforce, leading to a slower workflow and project delays. This was evident in Ahmed's (2002) report on the NADRA project, where inadequate IT expertise and recruitment difficulties contributed to setbacks in achieving project goals.

5. Lack of Resources:

Effective e-Administration relies on both robust infrastructure and skilled personnel. As Sánchez et al. (2006) emphasized, building essential infrastructure is key to implementing e-government systems, particularly in smaller local authorities. However, Dada (2006) noted that even with infrastructure in place, a lack of ICT skills can hinder effective use. For example, the Public Information System (PIS) in Balochistan struggled due to limited IT access, especially in rural areas, and a persistent shortage of IT expertise. Similarly, the project faced delays as a result of inadequate staff skills and challenges in recruiting short-term personnel, as reported by Ahmed (2002). Additionally, limited access to computer equipment further reduced the potential benefits of these systems (Sánchez, Ahmed & Dada, 2006)

CHALLENGES OF E-ADMINISTRATION IN NIGERIAN UNIVERSITIES

A major challenge facing e-administration in Nigerian university is cybersecurity and data protection. As digital systems become increasingly integral to the functioning of educational institutions. Currently, Nigeria lacks a robust legal framework to ensure comprehensive cybersecurity and data protection (Arowosaye, 2006). Although several bills related to this matter, such as the Computer Security and Critical Information Infrastructure Protection Bill (2005), Cybersecurity and Information

Agency Bill (2008), Interception and Monitoring Bill (2009), and the Telecommunication Bill (2010), are pending before the National Assembly (Bannisar & Davies, 1999), their swift passage is essential for establishing an adequate legal framework for data protection in Nigerian universities. In addition to that, the timely passage of these bills is crucial for strengthening Nigeria's cybersecurity landscape, fostering a secure environment for e-administration in universities, and ultimately enhancing the overall integrity and effectiveness of the educational system.

Furthermore, the low level of IT competency among stakeholders within the university system poses a considerable challenge, hindering the implementation of electronic administration and the willingness to embrace such changes. This resistance is partly due to the conservative nature of academia. Consequently, there is a pressing need for training and engagement of key stakeholders in the implementation of e-administration. Increased collaboration between NITDA and universities to facilitate necessary training is highly recommended.

Another concern is the reliance on IT vendors for e-administration projects in many universities, often due to a lack of ICT skills within the university community or a perception that outsourcing is more cost-effective. This reliance can potentially hinder university management by making it overly dependent on vendors for system design, technical support, and subsequent changes after implementation (Fabri, 2009). To mitigate this dependency, establishing ICT units within universities is becoming a common strategy. Addressing the low level of IT competency and reducing dependency on external vendors are crucial steps in successfully implementing electronic administration in Nigerian universities. With targeted training and the establishment of robust internal ICT units, universities can create a more resilient and effective e-administration framework that benefits all stakeholders.

Cost also presents a significant barrier to the adoption of electronic administration. Transitioning from a paper-based (analogue) system to a computer-based (electronic) administration is quite costly. University management must invest in modern hardware and software, implement new technologies, train staff, and provide ongoing financial support for system maintenance. Moreover, there is often minimal interaction between the government, public institutions, and citizens, resulting in poor feedback mechanisms. Therefore, fostering synergy among university management, ICT units, registries, councils, and senates is crucial for effective e-administration.

CONCLUSION

The study discovered that e-administration significantly contributed to the improvement of public service delivery by some university. By implementing Integrated Data Interchange and Integrated Human Resource and Payroll Systems, the management of employees and access to customer data improved, thereby optimizing service delivery to citizens.

The study highlights that the application of Information and Communication Technology (ICT) in routine activities is not fully realized. Challenges such as inefficient electronic mail processing, non-functional institutional websites, and difficulties in retrieving electronically generated records hinder effective ICT use, particularly due to poor network services.

RECOMMENDATION

Here are some practical solutions to the challenges facing e-administration in Nigerian universities:

University should develop and enforce robust cybersecurity policies that outline protocols for data protection, incident response, and employee training. Regular updates to these policies are essential as new threats emerge. Governments should implement comprehensive data protection laws that govern how personal information is collected, stored, and used. Compliance with these regulations should be enforced through regular audits. Enhance Transparency and User Consent, where Users should be informed about what data is collected, how it is used, and who it is shared with. Obtaining explicit consent for data collection and usage builds trust and aligns with ethical standards.

To overcome the problem of digital divide (Inequalities in Technology Access), Governments and private entities should invest in expanding broadband access, especially in rural and underserved areas, to ensure that all communities have reliable internet connectivity. There should be Collaboration between government, non-profits, private companies and universities to leverage resources and expertise to create comprehensive access and training initiatives.

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MENU PRICING STRATEGIES AND TECHNIQUES OF SUSTAINING PROFITS IN RESTAURANTS IN BARNAWA , KADUNA SOUTH LOCAL GOVERNMENT, KADUNA STATE.

BY

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ABSTRACT

The research investigated on strategies restaurant managers use to sustain profits with the constant rise of food and service costs in markets and the economic downturn. The area of the study was Barnawa in Kaduna South local Government area of Kaduna State. The population of the study are the restaurant managers of the restaurants located in the area. The study objectives were to find out the type of menus the restaurants offers, the methods they use to arrive at the cost of the menus and also how they arrive at the selling price of the menus sold to customers. Forty three (43) restaurants in Barnawa that registered with Kaduna State Ministry of Business innovation were used for the study. Descriptive survey design was used for the study. The study employed percentages and mean statistics to analyze the data from the respondents. The study revealed that 41.86 % of the restaurants offer ethnic a la carte menus and 34.88% offer ethnic table d'hôte menus. Actual costing 2.58 STD 0.712 or detailed costing 2.07 STD 0.736 are done to arrive at the cost of the menu produced in the restaurants. The restaurant operators use the cost plus markup approach 48.83% and market analysis 23.25% to fix the selling price of the menus. The study recommended that restaurant managers should increase their capital base by investing in unperishable foods when they are in season, storage and refrigerating units and also have standard operating procedures when producing the menus so that quality are not compromised.

KEY WORDS: Strategies, Market Analysis, Ethnic Menus, Detailed Costing, Cost Plus Markup.

Introduction

The change of some of the Nigerian currencies in late 2022, the political elections in early 2023, removal of petroleum subsidy, persistent increase in pump price of petroleum products and also the economic downpour which has caused the devaluation of the Naira against the Dollar are economic shocks that have affected the food and beverage sectors of the hospitality trade. Changes in the prices of food commodities in the markets are constant and mainly occur within a short period of time. The restaurant industry in Nigeria has not only experienced these economic shocks in cost of production but also in changes in consumer spending power. All these challenges, have limited people's daily routine of the need to go to restaurants for lunch breaks and also lunch packs for children in school. The restaurants on the other hand are battling with the constant rise in cost of production and limited customer turnover. In view of the foregoing the food and beverage service sector is not only competing to survive the challenges of the food production costs but also the price to offer to customers. These challenges necessitate the need to find out strategies used to fix selling price of menus offered to customers in order to sustain profits and remain in business.

Literature Review

Price setting is one of the critical revenue management decisions, with the ultimate objective being profitability in restaurant operations. The primary product of restaurants is the meal experience, which is constituted by many components such as food and beverages, atmosphere, social factors, and management. Menu pricing refers to how food and beverages served in a restaurant are priced for sale to the public. Price, according to (Ochendu & Onuoha, 2023), is determined by a complex series of calculations, study, understanding, and the capacity for risk-taking, represents the value placed on a good or service. Pricing properly is typically where customers begin to see the value on what they choose to purchase. It plays a vital role in a customers' decision to revisit a restaurant. The restaurant revenue management starts with menu planning and pricing. Restaurant revenue management seeks to maximize income and profitability by controlling the menu, menu prices and seats turnover. A lot of factors are considered when setting the price of the menu. The first and most important aspect of setting the price of the menu are the dishes and beverages that are offered as the menu. Food and beverage managers and chefs that are saddled with the task of planning menus should be very proficient in the art of menu engineering Richard, Devinney, Yip, & Johnson, (2009). Menu engineering is a system of regularly analyzing the menu, highlighting more profitable menu items and eliminating poor performing items thereby reducing food costs. Menu engineering (BCG Matrix) considers the "stars" on the menu these are menu that have low cost of production, high profitability and high popularity, these are menu items that the food and beverage manager does not eliminate from the

offerings but has to keep on promoting and displaying them prominently. There are menu items that are termed puzzles these are dishes that are extremely difficult to sell, Pramewary, Nukak, & Situmorang, (2021) have a high profit margin but needs a lot of advertising, prominent displays in order to increase their popularity, Menu items that are termed plow horses, are difficult to produce, very popularly and have low profit margin. Plow horses are crowd pullers in any restaurant, sometimes the portion sizes have to be reduced and/ or the dishes have to be combined with profit boasting beverages in order to increase its profit margin. There are these dishes that are expensive to produce but have very low popularity but sometimes a loyal customer will demand for it. These types of dishes should be de-emphasized in the menu, or best re-invented or rebranded. There are many types style of menus that are presented to customers to make their choices of meals. Table d'hôte menu which presents a set number of dishes with choices within each courses at set a price. The table d'hôte menus are prepared and ready to serve when ordered. There is also the A la'Carte menu which presents menu with choices and each dish is individually priced so the customer makes their choice of out they want to consume and the price they have to pay (Lymar & Gumeniuk, 2024). In the case of a 'la carte menus the food is cooked to order, the customer has to wait for fifteen to thirty minutes for the order to be served. Specialty Menus are menus that emphasis on ethnic (indigenous dishes) dishes only. Some food service outlets offer combination meals which constitutes a main dish, beverage and at least one side dish at a fixed price According to Shapiro (2017) in (Dingil, et al., 2023) conclude that purchasing a bundle was a gain because of the lower cost and greater perceived value. This was consistent with the notion that bundles were more desirable because consumers felt they were getting more value when buying bundles than when purchasing items individually. There are benefits of selling items in a bundle. Cyclical menus are planned to cover a certain period of time, this type of menus are planned to feature foods during their seasonal period and because food are cheap when they are in season and yields good amount of portions.

Cost of production of the menu is another important factor in menu pricing. Costs and price are frequently used interchangeably. Cost is the amount of money spent in producing goods and services, price is the amount of money for which the same product is being offered to buyers. Price can be illustrated to be cost plus "mark-up". Mark up is the amount earned per unit of the product sold Dingil, Laforteza, Pagulayan, Velasco, Catacutan (2023). Cost of production of menu are defined by so many factors such as the direct cost of raw materials costs, break up each dish into its ingredients; calculate the cost of each dish; figure out your fixed cost per meal served; calculate what percentage of your menu price comes from food, (Lymar & Gumeniuk, 2024) cost related to food waste, cost related to portion sizes, the higher the direct cost the lower the profit margin of the restaurant. Indirect cost are the cost of adding value and quality (Zhang & Moon, 2020) to the food and dining

experiences such as ambience. Tableware, cutlery, lighting, water supply and labor /wages costs, these are all what are to be consider while setting price for the menu. Price is the customers' acceptable reasonable and fair judgment about a product and service average price in comparison to its competitors. Koshki, Esmailpour and Ardestani (2014) studies revealed that price is the first factor being considered when visiting restaurants. Price is the process by which customers attribute value to services and products. Customers evaluate value differently because of difference in customer taste, customer characteristics, non-monetary and monetary cost (Bolton & Drew, 1991). Ngoc and Tran (2015) concurred that customers expect high quality of products and services when the price is high, and poor services and products when the price is low. This could only translate to the fact that quality means expensiveness. Charoensetasilp and Wu (2014) and Enriquez-Magkasi and Caballero (2014) explained that restaurant customers have their different needs according to their civil status and they also compare prices of products and services of different providers, and that their satisfaction depends on perceived price fairness to the value of the product. Market segmentation which is also referred to as price discrimination strategy involves segmenting the market and charging a different price for each segment, (Dolgui & Proth, 2017 Segmenting the market and establishing the need of each segment and how much they can afford to pay for the goods and services is an important step in developing appropriate price for each group of customers.

Methodology

The research was conducted in Kaduna South local Government area of Kaduna State specifically Barnawa. Barnawa is developing into a charming residential and commercial area, there is also an army formation within its axis. The inhabitants are a diverse blend of Nigerians from all over the country. There are a good number of hotels, Guests houses, clubs and restaurants in the area. The social life of the residents and the hospitality establishments in the layout attracts visitors from within and outside the area and state to lodge in hotels and also patronize the hospitality outfits in Barnawa. The study employed the descriptive survey design. Questionnaire was designed in line with the objectives of the study. The researcher administered the questionnaires to all the forty three (43) restaurants in Barnawa that registered with Kaduna State Ministry of Business Innovation and Technology (2022) .

Results

TABLE 1: Type of Menu Offered to Customers in Restaurant in Restaurant in Barnawa

S/N	TYPE OF MENU	N	FREQUENCY	PERCENTAGE
1	Ethnic table d'hôte Menus	43	15	34.88
2	National & Continental Table d'hôte Menus	43	06	13.95
3	National & Continental a la Carte Menus	43	04	9.30
4	Ethnic a la carte Menus	43	18	41.86
5	Cyclical Menus	43	00	00

Table 1 above shows that most restaurants 41.86% offer ethnic a la carte menus, a la'carte menu presents menu with choices and each dish is individually priced so the customer makes their choice of out they want to consume and the price they have to pay (Lymar & Gumeniuk, 2024) which means the food are prepared when ordered so a waiting period is granted. The study also revealed that 34.88% of the restaurant prepare all the ethnic menu down thereby offering fixed priced menus "table d'hôte" menu to their customers.

Table 2: Method of Determining Cost of Production of Menu

Method	N	Mean	STD	REMARKS
Preliminary	43	1.86+	0.698	Not Popular
Cost Estimate	43	1.99+	0.583	Not Popular
Detailed Costing	43	2.07+	0.736	Popular
Actual Costing	43	2.58+	0.712	Popular

The results in table 2 shows that restaurant managers do actual costing 2.58 STD 0.712 or detailed costing 2.07 STD 0.736 to arrive at the cost of the menu produced in their restaurant. This is in concur with Lymar & Gumeniuk, (2024) that each dish should be broken into its ingredients to calculate the cost of the dish; figure out your fixed cost per meal served; calculate what percentage of the menu price comes from food; determine target food-cost before determining the selling price of the dish.

TABLE 3: Pricing Strategies Used By Restaurant Operators in Barnawa

	APPROACH	No. of Restaurant	FREQUENCY	PERCENTAGE
1.	Cost plus markup method	43	21	48.83
2.	Market analysis	43	10	23.25

3	Customer based pricing	43	7	16.27
4.	Market Segmentation	43	3	6.97
5	Yield management	43	2	4.65
		TOTAL5	43	100%

Table 3: shows the analysis of responses of restaurant operators of strategies that they use to fix prices of food and beverages to their customers. Among the 5 approaches to pricing, cost plus method (48.8%), market analysis (23%) customer based pricing (16%) seemed to be widely employed in the Ghanaian garment industries more than the others. However cost plus method is the most used method of pricing. This result conforms with Dingil, et al.,(2023),Li (2014) and Tettehfiio (2009) whose findings point to cost plus method being the most popular approach in pricing.

Conclusion

The study revealed that with the constant change in cost of food commodities most restaurants are now operating on menus that are their core competency i.e. ethnic dishes. The menus offered are popular ethnic dishes on a la carte terms, meaning that the meal is partly prepared so there is a waiting time for finishing up the food before being presented to the customer.

These restaurants also do a lot of customer survey on customers' food preferences. The restaurants conduct actual and detailed costing of the cost of producing the dishes, labor costs and overheads costs in order to arrive at the actual cost of the menus produced before fixing the selling prices. The required gross profit which is expected to cover the labor costs and overheads and the required net profit are added to the cost of food to arrive at the selling price of the dishes produced.

Recommendation

This research recommends that Restaurant Managers should invest on purchasing unperishable and convenience foods in bulk when they are in season. Convenience foods also tends to be more expensive when their fresh varieties are out of season and the demand for them is higher. Adequate food storage and refrigeration facilities should be provided. This will help to stabiles the selling price of the menu for sometimes as the constant change of prices of menu to customers can decrease customer re –patronage and positive referrals. Since most of the restaurants prefer to cook to order, adequate mise-en- place must be carried out by kitchen staff so that the waiting time of customers are reduced and value for money in terms of quality, temperatures and freshness are given to the customers, this will give the customers a feel of the waiting worthwhile. Kitchen staff most also be trained to

maintain high hygiene and recipes standards so that the taste, flavors and textures aspects of the food are not compromised.

Suggestion for Further Study

As most of the restaurants in Barnawa now prefer to provide a la Carte menus for their customers, this research is suggesting a study on the level of zone of tolerance of the waiting time for the service of a la Carte menus in Restaurants in Barnawa, Kaduna South Local Government..

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LIBRARY AND NATIONAL DEVELOPMENT IN NIGERIA

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Abstract

A nation is said to have attained national development when its citizen reaches the high possible standard of living. The key role of library towards the attainment of national development cannot be over emphasized. Libraries are established to take care of the information needs of its users in all works of life. The library is continuously bringing man in contact with the world. The realization of the enormous power of information has made the Library and information resource centres inevitably present in many sectors of Nigeria's economy. This paper looks at various types of libraries and their basic functions, their roles in national development, and in particular, the challenges facing library services in Nigeria, such as inadequately trained staff to meet the increasing demands of users.

Keywords: National Development; Library

Introduction

“Development” has been defined differently by different scholars. While some scholars perceive development as normative and synonymous with progress, others comprehend it as multidimensional, involving changes in structures, capacity, and output. Still others view development in terms of the growth and mastery of the natural environment by man. Thus the development of any society today has come to be measured by its military, socio-economic, political, and technological advancement. For instance, Mimiko (1998), is of the belief that development denotes positive changes in social structure in the functioning of institutions and in the cultural values of great masses of people while Aremu (2003), sees it as a process of improving the productive forces of a country or an individual. Therefore, development emphasizes growth or advancement, with a positive cultural and socio-

economic tendency towards a self-generating and self-perpetuating utilization of people's potentials.

Longman Dictionary of Contemporary English, refers to "national" as a whole nation. National development, consequently, can be described as the overall development or a collective socio-economic, political, and religious advancement of a country or nation. This is best achieved through development planning, which can be described as a country's collection of strategies mapped out by the government.

An Online Etymology Dictionary reported that the word "Library" is derived from the Latin word "librarium", in which "liber" means "book, paper, and parchment" while "arium" means "a place associated with a specified thing". The library is often referred to as a fulcrum within which education revolves. Library is the heart of an institution and the mind of a society that anticipate the future, and so on. The general objective of the library regardless of type and location is to meet the information needs of its users through acquisition, organization, preservation, and dissemination of information to users.

Types of Libraries and their Basic Functions

During the development of libraries all over the world, various libraries have been developed. It is important to note that libraries are not only repository of knowledge. Libraries are developed to serve various kinds of interests, including national development. Libraries, opens up minds and inspires people to see vision because the mind is the center point where progress originates. Libraries are responsible for feeding the mind.

There are different types of libraries and each has their core functions.

National Libraries

These are libraries established to collect and preserve publications of a country. National libraries are usually regarded as Legal Deposit libraries because every publisher is required by law to deposit some copies of its publications with the National Library (Jimoh, Haruna and Nwadioha, 2012). The Encyclopedia of Library and Information Science, described the National Library as an information-bibliographical center and a center of coordination, planning and stimulation of the entire library system of the nation". For example, in Nigeria, Section 4 (1) of the National Library Decree of 1970 empowered the National Library to receive a specified number of copies of all published works in the country which includes books, periodicals, music scores, films, and sound recordings as follows: 25 copies of all Federal Government publications; 10 copies of State Governments publications; 3 copies of all commercial publications. In relation to other libraries, national libraries occupy an independent and exceptional position.

Functions of National Libraries

1. Collecting and preserving nation literature for posterity.
2. Preparing National Bibliography.
3. Assigning standard cord like International Standard Book Number (ISBN) and International Standard Serial Number (ISSN) to the publishers and authors in a country.
4. Serves as the nation's information and national bibliographic centre.
5. Provide training to libraries and librarians.
6. Advices government on library development and policies

Public Libraries

In contrast to national libraries, public libraries are established for a region or a local community and supported substantially by public funds (Aigbiremoh, 2011). Public libraries are very large in size and have a wider range of patrons than all other library types. Its patrons include everyone within the community irrespective of their age, sex, tribe, religion, educational background, political affiliation, etc. They have wide and varied responsibilities, ranging from promotion of individual development, commerce, technical progress, and social and cultural advancement.

Functions of Public Libraries

1. Collecting and organizing materials for ease of access and convenient use
2. Provide materials that will satisfy the educational, cultural and relaxation needs of the society.
3. Sponsoring cultural and educational programs in the society
4. Guiding users in finding the materials needed.
5. To serve as centre for research and scholarships.

Academic Libraries

Ekuoye, Momoh and Eshiemokhai (2012), described the Academic library as libraries established in higher institutions of learning. They are established to meet the overall goals and objective of their parent institutions. For that reason, they try as much as possible to develop their collections in all areas of knowledge or disciplines offered by their respective institutions for the successful pursuit of academic programs such as teaching, study and research. Example of Academic libraries include: College libraries, Polytechnic libraries, and University libraries.

Functions of Academic Libraries

1. To acquire and organize knowledge for easy identification and retrieval
To make resources accessible to users.
2. To aid teaching, learning and research activities in their respective institutions.

Special Libraries

Oti (2000) defined special library as those libraries in big corporations and industries as integral part of their organization. According to Ekuoye, Momoh and Eshiemokhai (2012), Special libraries are libraries maintained by corporations, associations, government agencies or any other group within societies. These include libraries attached to banks, hospitals, courts, industrial firms, research establishments, etc. Their collections are limited to certain area or related areas of knowledge. They are established mainly to serve the staff of particular organisations that specialize in certain productions or research. They are to serve the information needs of their parent organization, to enable them achieve their aims and objectives.

Functions of Special Libraries

1. Provision of current awareness service: That is, to keep its users abreast of new
2. and current development in their fields.
3. Selective dissemination of information: to offer specialized and personalized
4. services to its users
5. Reference services: providing personal assistance in answering questions and assisting users in the selection and making appropriate use of library resources.

School Libraries

These refers to libraries found in Nursery, primary and post primary schools. Their materials are based on the subjects taught in the school in line with the curriculum. They are established to help teachers and pupils in teaching and learning activities and to inculcate reading habit to the growing pupils in the society. An example of school library is the library attached to your former primary or secondary schools.

Functions of School Libraries

1. Collect and organize materials relevant to the curriculum of the school
2. Guide and assist teachers and students in selecting materials suitable for teaching and learning.
3. Teach users on how to make good use of library materials

Rationale for National Development

Development is requisite to the sustenance and growth of any country. A country is classified as developed when it is able to provide qualitative life for its people. Majority of the world's population are in the developing world. The developing countries which Nigeria belongs to, are faced with challenges such as: problems of urban population, rural stagnation, unemployment, and growing inequalities continue to face less developed countries. Hopes of accelerated development are difficult to realize. This gloomy situation is of great concern to stakeholders and the concerned citizenry. Nigeria has not been able to engender meaningful development in spite of her huge human, material, and natural resource endowments. This has

greatly affected her quest for improved quality of life of her citizens. Poverty, unemployment, and starvation still pervade the nook and cranny of the country. National development is essential and critical to the growth and sustenance of a country in order to successfully enhance the meaningful standard of living among the populace.

Library as a tool for National Development

Development in the life of an individual or a country is either qualitative or quantitative. At the country level, development is an improvement in the general well-being of the people while at the individual level, it implies, increased in skill and capacity, self-discipline, greater freedom, responsibility, and material well-being.

Some people believe that libraries are so abstract that it cannot have any impact on their practical life, hence, they believe that libraries are irrelevant to development of people or a country. This fallacy persists because of people's ignorance of what libraries are all about. They fail to realize that libraries are the most useful enterprises ever undertaken by man. This is evidence by human development experienced by man. No wonder, Owen Meredith, as quoted by Ireland (1884), argued that "It is, however, not to the museum, or the lecture-room, or the drawing-school, but to the library that we must go for the completion of our humanity. It is books that bear from age to age the intellectual wealth of the world."

There have been immense advances in human knowledge lately in every field of human endeavor. There is a significant leap in advancement in every angle of human endeavour, leading to many discoveries and inventions, two of which are the internet and cloning, with their use and abuse. Along with the new knowledge have come new challenges. And these new developments have presented to the average citizen with a spectacle of the greatest confusion. People rarely stop to ponder that it is the business of libraries to bring order, clarity, and consistency into all this confusion. Here, libraries become "an instrument used to organize knowledge, proffer a focus and then give the individual a sense of direction out of a maze of confusion" (Anyika, 2005).

Even at the individual level, libraries are a tool for the satisfaction of man's curiosity. There is a great desire by man to know things. This urge motivates them to satisfy their curiosity. Their curiosity is extended everywhere and into everything. It is bounded only by the limitations of their imagination. According to Ayinka (2005), sometimes, one makes a breakthrough and finds answer to one's enquiries but human progress does not consist in finding the answers and so ending the search, rather, it is in adjustment to the search itself. Life becomes nothing but a perpetual enquiry. We live by the results of the enquiry but we are never satisfied with them,

and so while we accept them in order to exist, we also endeavour to continue the enquiry”.

The library is the working tool of inquisitive men. Library makes people more rational in their actions because one who knows the rational means will usually act in accordance with that means. Therefore, the presence of libraries in a society will certainly enhance positive human activity in that society. Libraries are also useful in educational development of a nation. This is done through their services and programs, introducing children to the habit and joy of reading and aiding scholastic and researchers in contributing their quota to the development. Students are supported with the aid of books and other relevant information to perform well in their academic work while teachers and lecturers get teaching aids from libraries to prepare useful lesson notes that will help them pass useful knowledge to their students.

Library service according too Achitabwino, (2007) has been championing the provision of relevant information materials to different communities through the establishment of rural libraries with the element of supporting adult literacy as well as helping in the establishment of an informed society. Achitabwino, (2007) further stated that through libraries, people who were deprived of information are now capable of reading and writing. High above all, having come across a wide range of information pertaining to issues affecting their societies, they have been able to make informed decisions that have been helping in implementing socio-economic growth.

Libraries as reservoirs of information are the most reliable information reference centers where tourists can seek information on hotels, motels, national parks, mountains, and other interesting places. Libraries also play a vital role in the health sector. A vibrant health sector needs well documented and organized health information meant for dissemination to users and potential users in order to consolidate health records, planning and management. Libraries provide people with appropriate information on diseases and prevention measures, health care, side effects of premarital affairs, dangers of early pregnancies, and any other health related information.

Another essential role of libraries is the propounding and propagation of a political ideology for national development and cohesion. (Anyika, 2005) Effective citizen action is possible only where citizens know how to gain access to information of all kinds and have the skills to become responsible and informed participants in democracies. This is especially so as e-government evolves. Libraries offer real and virtual civic spaces where citizens can speak freely, share similar interests and concerns, and pursue what they believe are in their public interest. Ultimately, free discourse among informed citizens assures civil society and civil society, in turn,

provides the social capital necessary to achieve common goals. Lady Bird Johnson, as quoted by Ogbonna (2013), observed that “Perhaps no place in any community is so totally democratic as the town library. The only entrance requirement is interest”. Wright (2001), as quoted by Bhatti (2010), opined that, Information promotes and empowers citizens’ participation in the democratic process; it maintains the Rule of Law and creates a viable outlet for the injection of public opinion. Information informs the policy-making process of political leadership, all of which nurtures the building of sustainable peace for the enhancement of the state.

It is equally incontrovertible that libraries have the greatest impact on agricultural development of a nation. Libraries provide relevant information on agricultural improvement to all agricultural officers, extension workers, researchers, peasant farmers, policy makers, etc. on the new method of improving livestock and better farming practices that will meet the increasing need of the population. Libraries make such information available and also provide positive steps towards improving the declining food security of a country.

Conclusion

Library is a vital tool in all forms of human endeavour. Library is the fulcrum within which every national development spins. In order to grow more effectively and efficiently in all aspects of our society, every developing country and individuals must priorities the development of there library. The libraries most acquire and give adequate access to information on food security, health, democracy, population, education, family planning, youth empowerment, gender equality, environment, etc.

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ROLE OF ACADEMIC LIBRARY IN NIGERIA'S ECONOMIC DEVELOPMENT

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Abstract

Academic libraries are libraries established in the institutions of higher learning which includes Universities, Polytechnics and Colleges of Education. Academic libraries provide materials in different formats to support learning and scholarship. Academic library as an information resource center holds enormous power that boost the economic development of any country. It is the recognition of this contribution to economic development that has made the library inevitably present in many sectors of Nigeria's economy such as, education, agriculture, health and commercial areas. Therefore, the objectives of this paper is to examine the role of academic library in the context of national economics development of Nigeria. As well as to examines problems militating against the performances of Academic library for Nigeria economics development.

Key words: Academic Library, Economic Development

Introduction

Economic development is the creation of jobs and wealth as well as the improvement of quality of life. Michael (1990) cited Randal (2004) described economic development as a process that influences growth and the restructuring of an economy to enhance the economic well-being of a community. According to Brooks (1990), the national economic development involves economic growth, modernization, equitable distribution of income and national resources and social economics transformation for improved living standard of people through the use of country's human, natural and institutional resources. Todaro (2005), postulated that a nation that is unable to provide itself good things of life because of its limited knowledge of science and technology, culture, norms and social organizations, is said to be under-developed, whereas nations that are in the fore front of acquiring,

improving and applying human knowledge, science, technology and humanities in making available the highest possible standard of living to its citizens are said to be economically developed.

The world as a whole, Nigeria inclusive, education has been recognized as an instrument to the attainment of economic development. Providing education to the general populace in turn requires a well-equipped library. A library as described by Adegoke (1995), is a collection of information resources in different format, organised, and interpreted to meet the broad varying needs of students, staff and others for information, recreation and inspiration. Academic library for a developed countries, serve as a tool for intellectual development which in turn help in economic and political development of an individual and a country at large. Lozano (2002), agreed that the general library's role is to provide different information resources to its community users that cut across all field of knowledge. The acquisition of knowledge dispel ignorance, therefore the general objective of library is to serve as a centre for information where people acquire the needed knowledge to reduce their ignorance about their environment.

Academic library is a library that is established to take care of the information need of students, lecturers, researchers and other community of scholar. The Academy library continues to bring man in contact with the word in the fulfilment of its function as a repository of knowledge in all forms and shapes. It has also become over the years a dynamic centre for research for economic development among nations, including Nigeria.

In a well-established higher institutional learning, the Academic library should be an integral part and should be regarded as the "Life-Wire" of such institutional learning. The role of Academic library in developing country calls for examination, and the objectives of this paper are:

1. To examines the role of academic library in the context of national economics development of Nigeria.
2. To examines problems militating against the performances of Academic library for Nigeria economics development.

Development of Academic Library in Nigeria

Academic library development in Nigeria dates back to pre-independence time. Academic library started in Nigeria when the University of Ibadan and its library were established in 1948. Aguolu (1996), reported that, there has been an upsurge in the establishment of educational institutions at all levels, especially university education since independence in 1960. As an integral part of higher institution of learning, Academic libraries, emerged simultaneously with their parent institutions, this has

made there total number in the country to equal the number of higher institutions available in Nigeria.

Yacom (2011), described the Academic libraries as institutions established to meet the information needs of students, lecturers, researchers and other community of scholar. While Wolpert (1999), reported that academic libraries are cost effective information service and provider of knowledge products to a resident community of scholars. However, the approach to cost effective is one of the major problem militating against the performances of Academic library in Nigeria. Higher institution of learning plays a major role in manpower development of any nation. Higher institution of learning provide the high as well as middle level manpower for the acceleration of social, economic and political advancement of a nation. However, this goal and objective of higher institution of learning cannot be achieved without a well-established academic library with knowledgeable staff to man the up-to-date information resources and provide effective library services.

Okiy (2007), quoting Edoka (2000) outline the general functions of Academic libraries as follows:

1. to provide; information materials required for the academic programmes of the parent institution,
2. research information resources in consonance with the needs of faculty and research students,
3. provide information resources for recreation and personal self-development of users,
4. provide study accommodation in a useful variety of locations,
5. provide protection and security for these materials,
6. provide specialized information service to appropriate segments of the wider community, and
7. to co-operate with other libraries at appropriate levels for improved information services.

Knowledge revolution is now the new economic order. The performance of human knowledge in a nation building is collaborated with the general functions of academic library in any Nation.

Academic Library as a requisite for National Development

Umunnakwe, Umunnakwe, Opara, and Dike, (2018), opined that, Academic libraries are ideal hubs for national development. This is because Academic libraries span boundaries across traditional, economic and political barriers e.t.c. They offer safe spaces for dialogue, engaging programmes about real issues and opportunities for students to learn civic literacy essential to a self-governing society. By repositioning themselves to advance the civic literacy, academic libraries are poised

to become essential partners and catalyst for preparing the next generation to participate in flourishing national development programmes.

According to Valantin (1996), Academic libraries are Information infrastructure that allows access to information about all sectors and provides the basis for competent planning and decision-making. Academic libraries act as catalyst to various development programmes in any nation. No wonder, Unagha (2006), outline the role of libraries and information centres in disseminating information needed for formulating development programmes, addressing development problem and informing communities as beneficiaries to be crucial for national development programmes. It is on this ground that Valantin (1996), advocated that Academic libraries requires sound policies to provide the necessary framework for the development of information and communication systems and services to meet developmental needs of a nation and its citizenry.

Academic Library as a Developmental Tool in Nigeria

The Academic library serve as a tool for developed nation as well as developing country. Academic library also serve as a tool for intellectuals' freedom and economic development; as well as a gate-way to political, economic and social happiness and survival. Freedom in its various dimensions means the absence of ignorance of situations, and the acquisition of knowledge needed to dispel ignorance is derived from studying. The Academic library as a repository for information and human resources, brings supports the entrepreneur in the fulfilling their dream.

Academic library is central to the provision of information resources that empowers the educational institutions to produce highly resourceful people to impact positively on national development. It is a nation which is conscious of the importance of libraries and information that is drive towards the accelerated development of a nation that can survive and thrive in the comity of nations of this age. Libraries are at the centre of the academic excellence of all educational institutions providing all the relevant information resources necessary for teaching, learning and research functions. The academic health intellectual vitality and effectiveness of the educational institutions in producing high quality graduates into the labours market depending largely on the quality of information resources available in their libraries to support research activities.

Academic libraries have always served as tools for educational advancement at all levels of education (Akintunde, 2004). The realization of the enormous power of information has made Academic libraries and Information resource centres inevitably present in all sectors of a nation's economy. Doctor (1992), has observed that improvements in social access to information will ultimately facilitate the

transformation of a society from information economy to an information democracy. Doctor defines information democracy as a socio-political system in which all people are guaranteed the right to benefit from access to information resources. Information democracy deals with empowerment, with ensuring that people have the tools they need to participate in the decision-making structures that affect their lives. The opportunity for people to participate in economic, political, and cultural life depends more on their ability to access and use Academic library as sources of information services. This is because the library contain information which is a vital tool for the pursuit of economic excellence at all levels of developments.

Roles of Academic Library in Economic Development of Nigeria

People obtain knowledge, skills and hence specialize in specific fields of study from the Academic library. It is this knowledge that allows people to contribute meaningfully to national development. Academic library transmit information and ideas that are necessary for a community's current well-being and future progress. According to Umunnakwe, Umunnakwe, Opara, and Dike, (2018), outline the amount and exact nature of the services provided by Academic library that supports economic development in Nigeria as thus:

1. City Business Directory. Over The years, Academic libraries in Nigeria has been able to published list of Major 5,000 Companies. This has helped greatly in boosting the economic development in Nigeria.
2. Information Alert service for Businesses: Applying information relevant to businesses, for example, highlights problems that have already been solved in other businesses and that would be of general interest to the nation.
3. Information about the Nation: A guide containing relevant information on the city, such as restaurants, banks, hospitals, chemists' and laundries, etc. This type of information has many users: new residents, visitors and entrepreneurs themselves who use the information to analyse markets and new business opportunities.
4. Job and Career Information: Information which helps the unemployed or people looking for new job opportunities. Academic library served as repository for annual business reports, books on job interviews or on how to write a curriculum vitae, etc.
5. Book and Journal lists: The library could select books and journals to assist business people and researchers to be successful in their businesses and area of their research works.
6. Advice service for businesses: The library could promote talks, meetings between business people and business specialists, as well as having professional specialised librarians to attend to the users.

Academic library, has helped in the dissemination of information to the farmers, and mostly information about the upcoming natural disasters. Academic library has also provided information to farmers that will help them to take necessary steps for possible protection of their products. Other information provided by the academic library include: Weather Information, Commodity Price Information, Production and Cultivation Techniques, Plant Nutrients and Water Usage, Educations and Health Information, Government and Non-government Facilities, Demands and Current Stock Information, and Diseases and Insect Management Information.

Ahmadu Bello University (ABU) Zaria has established a Research Institutes which is under the Federal Ministry of Agriculture, Water Resources and Rural Development. This research institute according to COL (2001) is charged with the primary responsibility of collating, processing and disseminating research results to rural farmer's families and other interested end users. Nonetheless, the general functions mentioned above were supported by the Academy library that was established hand in hand with the institution.

Academic libraries are important component of the massive educational effort of the Federal Government of Nigeria. Without the Academic library no meaningful academic efforts can be achieved. Library services improve knowledge and skills for positive productivity as a tool for national development. Part of goals of higher learning in Nigeria include; contribution to national development through high level relevant manpower training; developing and inculcating proper values for the survival of the individual and society; as well as developing the intellectual capability of individuals to understand and appreciate their local and external environments. All of these cannot be achieved without a well established Academic library, which play a key role in the development of a society.

The central role of information in controlling behavioural diseases such as HIV/AIDS and drugs addict among Nigerians has often made the government to deploying all available information sources, without any discrimination of the sources and the target communities. Therefore, it was noted that library plays an important role in the dissemination of health information and the promotion of healthy lifestyles. According to a popular saying that "Health is wealth" this also collaborated with Adio, Akewukereke and Samuel (2007) when the authors noted that citizens need access to information on clinical effectiveness in order to improve the quality of care and to stay well-informed on developments in specialist areas. Many diseases that cause serious health problems to the people are well documented in most Academic libraries in Nigeria. The adverse effect of these diseases on Nigerians caused low productivity among the labour force.

The role of libraries in promoting tourism sector cannot underestimated. Libraries as reservoirs of information and the most reliable information reference centre where tourists can seek information on hotels, motels, national parks, and other interesting places. Increment in the commercial values were noted in a city or town that housed higher institution of learning in Nigeria. This in turn increases population and commercial activities such as buying and selling of both visible and invisible goods. The impact of Academic library here is the deposition of guilds and directories to locate commercial areas for the new visitors. The combination of each an economic development is the building block for national economic development

Challenges faced by the Academic Library in Supporting Economic Development in Nigeria

The primary primary role of the Academic library is to acquire, process, preserve, and disseminate recorded information in whatever format to its users. It is therefore the responsibility of the library to enlighten the users and other members of the community it serves by presenting them with factual information that will guide their actions and help make good steps that will promote economic development.

However, the story is not same. It is disheartening to note that the Academic library is faced with numerous challenges which has hindered it from achieving one of its objectives which is national development. These challenges are as thus:

1. *High illiteracy rate and lacked of reading culture among the Nigerian citizens:* The utmost challenge to information provision by Academic libraries to promote human resource and socio-economic development is high illiteracy rate and lacked of reading culture among the Nigerian citizens.
2. *Inadequate trained personnel in librarianship:* It cannot be overemphasized that the quality of library services provided eventually depends on the quality as well as the number of the library staff. A library that lacks adequate numbers of staff of the right caliber cannot be expected to deliver or achieve much.
3. *Lack of information resources:* Information resources are not always available in the quantity and quality desired. Africa particularly is faced with a problem that researchers have identified as "Book Famine". This means that information resources are scarce due to low publication output and where available, very costly.
4. *Financial constraints:* Funding is a key factor for effective and smooth running of any organisation, of which the Academic library is not an exception. Lack of adequate funds is a major problem confronting the library today. It is important to note that the quality of resources and services provided is partly a function of the quantum of funds available
5. *Inadequate library services:* Effective library services aid in the achievement of the objectives of education at all levels. Library services remain a prerequisite

to the adequate realisation of national development. However, observation has shown that most libraries in Nigeria lack the required library services, to satisfy users' needs; hence, they cannot effectively promote successful national development.

6. Power outage: This has to do with the momentary interruption of operation, especially electric supply. Lack of adequate power supply is one of the problems facing the utilisation ICT in libraries in Nigeria which hampers effective library services. Facilities in the electronic library, reprographic and other units of the library need power supply to function effectively. The absence of or irregularities in the supply of power leads to delay in information retrieval and loss of time on the side of the user.
7. Slow Adoption of computer technology: There is no area of library operations to which the computer has not been applied with tremendous gains. In the past decades, whatever has been done in terms of modern technological applications or automation has not gone deeply enough to make an appreciable impact.

Recommendations

For Nigerian Academic libraries to be able to contribute meaningfully to national development, the researchers therefore recommend the following:

1. To eradicate poor reading culture, people must move away from library centric. Reading has to be school wide and school driven, supported by the library. Reading should be promoted for pleasure not for academic outcomes
2. Academic library must ensure that there are adequate library staff and these staff should be adequately trained and retrained on areas of information economic development.
3. Libraries suffering from scarcity of adequate resources should learn to engage in inter-library services or better still form a consortium of libraries to assist one another.
4. Libraries should be adequately funded by the parent bodies
5. Effective library service is paramount at all levels of national development so as to ensure that students are suitably armed with the right information at the right time; these services remain a sine qua non to adequate attainment of educational goals. So libraries should try as much as possible to create more library services that will bring national development.
6. There should be improvement on the supply of electricity in the country. Where this is not achievable, Academic libraries should provide an alternative means of power to avoid power interruption and its associated consequences on library services.

7. Adoption and usage of computers in the Academic library be deeply enough to make an appreciable impact. Once this is done services to users will improve and this will further translate to national development.

Conclusion

There is need for a standard and a professionally managed Academic Library to be put in place if total national development is to be achieved, because apart from making the information that enables decision making timely available, library also contribute significantly to economic development of Nigeria. Academic libraries as reservoir of information are the most reliable information reference centres where users can seek information for professional skills and nation building.

Unfortunately, at present age, the greatest problems militating against information provision by Academic Library to promote economic growth of Nigeria are lack of reading culture, inadequate funding and high level of illiteracy. Above all Academic Library can provide information on improving productivity, hygiene, information on business activities and promote democracy and social-economic issues only, if the three tiers of Nigeria government knowing fully that no nation can prosper without reliable information and no information can be properly managed and disseminated without functional Academic Library, and qualified Librarians and Information scientists.

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