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STOCK MARKET DEVELOPMENT AND ECONOMIC GROWTH IN NIGERIA (1980-2009)

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The stock market as a sub-set of financial system is an indicator of financial health of the economic system and its development has been found to have impacts on economic growth. This study investigates the nature of relationship between stock market development and economic growth in Nigeria using time series data from 1980 - 2009. The error correction mechanism is used in analyzing the relationship. Two measures of stock market development namely size and liquidity are employed for this study. Findings reveal that in the long-run, stock market development has a positive and significant relationship with economic growth while the short-run relationship is positive but inconclusive. Granger causality tests indicate a unidirectional causality from economic growth to the stock market. This implies that in the Nigerian context, it is growth in the economy that leads to development in the stock market. Based on these findings, recommendations are made for regulatory authorities to put in place, growth induced policies that will deepen and develop the stock market.

INTRODUCTION

Financial intermediaries serve to connect the borrowers and the savers in the financial system so that savers can invest their funds and borrowers can get access to funds to finance production, expansion, etc. The financial market is the market whereby the exchange of capital and credit takes place. Such markets include stock markets, bond markets, money markets, derivatives markets etc. A growing body of literature have equally pointed out the importance of the financial system through the promotion of efficient capital allocation that translates into investment which ultimately has a positive effect on economic growth. Nurudeen (2009), for instance asserted that the transfer of funds from the surplus to the deficit units is used for productive purposes which encourages investment and thus increases production. This has the effect of increasing economic growth.

The finance growth nexus can be traced to the work of Schumpeter (1912) wherein it was posited that credit is very important for entrepreneurs in order to finance their production. The stock market is a very important

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component of the financial market which facilitates the provision of these credits to productive units and thus the positive effect on economic growth. This is made possible by channelling capital for the most productive use.

The stock market as an institution in the financial system is an avenue which provides capital fund for firms for the much needed expansion to grow. This in turn facilitates efficient capital allocation, investment and growth (Yartey & Adjasi, 2007). Furthermore, the stock market facilitates savings and investments that are channelled to deficit units which in turn has a positive influence on economic growth. This means that economic growth depends on how efficient the financial system is i.e. its ability to attract both foreign and local investments to meet the growing needs of industries (Ake & Ognaligui, 2010).

Given the role the stock market plays in economic growth, this study attempts to analyse the impact of the stock market development on Nigeria's economic growth covering the period of 1980 to 2009. This period is inclusive of the military and the democratic era which witnessed a lot of economic reforms such as the introduction of the Structural Adjustment Programme (SAP) and its' subsequent reversal. Structural adjustment programmes are policies implemented by the International Monetary Fund (IMF) and the World Bank especially in developing countries as preconditions to obtaining loans from these institutions. This is to allow the economies of such countries to be market oriented so as to focus more on trade and production in order for the economy to grow. One of the major objectives of the introduction of the SAP programme was the financial sector deregulation. This led to financial sector reforms and the strengthening of the regulatory authorities. It is also noted that the introduction of the programme was borne out of the desire to achieve economic growth (Aizenman, 2005).

Pre-liberalization (before the introduction of the SAP), the financial system was characterised by rigid exchange rate and interest rate controls, mandatory sectorial allocation of credit and quantitative ceiling in bank credits to the private sector. These measures resulted in low investments therefore funds that were required for long term investments were not available (Ayadi, Adegbite and Ayadi, 2008). With the introduction of the programme (SAP) and in order to create an enabling market based environment to encourage investments, regulations were removed. Some of the measures taken to achieve this were the deregulation of interest and exchange rates and capital market. However in 1994 the government put in place policies to curb the rising interest rates due to the deregulations and reintroduced some level of regulation (such as the capping of lending and deposit rates) in order to promote financial savings, reduce the distortions in investment decisions and promote intermediation between savers and investors. This measure was able to achieve the desired objective and in 1996, the ceilings on the interest and exchange rates were removed to pursue a flexible interest rate policy.

The swearing in of a democratically elected government in 1999 brought in a renewed drive to revitalize the economy and put it back on the path of economic growth. This led the government to introduce a series of economic reform policies so as to accelerate economic growth.

Studies of the relationship between stock market development and economic growth in Nigeria have produced mixed results (Ewah, Esang and Bassey, 2009; Nyong, 1997; Osinubi and Amaghionyeodiwe, 2003). The weakness of these studies is that they suffer from econometric weakness as methods such as correlation analysis and ordinary least squares method were employed for the analysis. This is because the data used for the study are time series data that requires detailed preliminary analysis before being used.

Given the conflicting results of the above studies, it becomes imperative to reinvestigate the existence of a cointegrating relationship between indicators of stock market development and economic growth in Nigeria and the direction of the relationship using a method that is suited for time series analysis.

Thus this paper seeks to specifically analyse the nature of the relationship between stock market development and economic growth and determine the direction of causality between the two variables.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Theoretical Relationship between the Financial Sector and Economic Growth

There has always been a considerable debate on whether the financial sector is important for economic growth. To this effect, three different strand of research have been identified. The first strand argues that the financial system is relevant for economic growth; the second line of research argues that the financial system is not relevant while the third argues that both the financial system and economic growth complement one another.

The first group that believes that finance is important is the “finance-growth” or ‘supply leading” school of thought wherein it is argued that the existence of the financial sector makes possible the channelling of resources from the surplus units to the deficit units for productive purposes. This process it is further argued, leads to growth in other sectors of the economy and thus economic growth is enhanced (Schumpeter, 1912; Levine, 1997).

The second school of thought is the “growth-finance” or “demand-following” group. In this group it is believed that the growth in the economy is what is responsible for the financial system development, i.e. as the economy grows and becomes more sophisticated, the financial system will have to respond to the changes and demands of the economy. It is argued that the financial system simply responds to developments in the real sector (Robinson, 1952; Romer, 1990).

The third group is the line of research that argues that the financial

system development and economic growth complements one another and they are referred to as the “feedback” group. Here, a two way causal relationship is suggested such that if a country has a well developed financial system, economic growth is enhanced through technological changes, product and services innovation. This will put pressure on the financial system to respond to the changing needs of the economy and thus stimulates a higher economic performance. This relationship as argued in Choong, Yusop, Law and Sen (2003), could lead to feedback causality. See also studies of Luintel and Khan, 1999; Brasoveanu, Dragota, Catarama and Semenescu, 2008.

Stock Market Development and Economic Performance: Channelling Mechanism

Theoretically, the stock market is expected to positively affect economic performance through the following channels:

i. Information acquisition and dissemination: A well functioning stock market can encourage information acquisition and dissemination. This is because as the size of the market gets larger and more liquid, investors will require more information about the firms they wish to invest in so as to be able to have a better return on their investments. This results in an efficient resource allocation which has implications on the economic performance (Levine, 1997). In a similar manner, information about firm performance may induce the management of a firm to maximise the firm value and ensure a greater efficiency in the use of its' assets. This is to reduce the threats of takeovers from investors who might buy up poorly performing companies and change management so as to return it a profit making entity. However Stiglitz (1985) is of the opinion that well functioning stock markets rapidly and quickly reveal information through price changes and this process has the ability to reduce an investors desire to obtain costly information. He also argues that because of information asymmetries, investors have worse information about a firm and for that reason, takeover threats may not be so real.

Ii. Diversification and Liquidity Risk: An investor's ability to have a well diversified asset portfolio that gives a good return reduces risks and promotes investment in growth enhancing and innovative activities. With diversification, investors are able to construct portfolios that will give them good returns on their investments. Highly liquid markets similarly reduce liquidity risks as investors are able to easily and quickly get access to their savings whenever they need it. This gives them the assurance of liquidity when needed thus investment is encouraged. An increase in the number of listed firms and investors generates liquidity. This eases the availability of funds for long term and profitable projects that requires a long commitment of capital. Through this action, liquid markets are able to enhance the capital allocation process and thus impact positively on long term productivity growth. Levine, 1996 in his study showed that countries with highly liquid

markets have a higher economic growth rate than countries with illiquid markets. (Levine, 1999; Yartey and Adjasi, 2007; Applegarth, 2004, Adjasi and Biekpe, 2005). Countering these arguments is the study of Bencivenga and Smith (1991) wherein it was asserted that by reducing uncertainty, greater liquidity may end up reducing interest rates such that rather enhancing growth, it is slowed down. Relating to diversification, Obstfeld (1994) posits that reduced risks through diversification when done across country borders have the tendency to slow down savings rates, slow growth and over all reduce economic welfare. (See also Bhide, 1993).

iii. **Resource Mobilization:** The stock market boosts economic performance by increasing domestic savings and at the same time, increasing both the quantity and quality of investments. It i.e. the stock market, pools together resources for large scale projects that are unable to have access to finance from other sources thereby providing an alternative source for them, there is less reliance on bank credits and the provision of an avenue for obtaining a lower cost of capital. Domestic savings is encouraged by providing extra investment alternatives to investors which will better meet their risk preferences and liquidity requirements as better savings has the tendency to increase the savings rate. Efficient stock markets effectively mobilize capital for firms, improve resources allocation and thus enhance technological development and innovation which has a positive impact on economic growth. (Levine and Zervos, 1998; Yartey and Adjasi, 2007). On the other hand, Mayer (1988) in his study argues that large stock markets are unimportant sources of corporate finance as new equities only account for a small fraction of corporate investment.

Empirical Evidence

The seminal work of Schumpeter (1912), paved the way for research into the importance of financial markets in economic growth wherein he asserted that financial intermediaries provides capital to businesses for productive purposes which in turn is translated into growth. Since then, there have been various studies that have examined the finance growth nexus using both the banking system and the stock market as the financial market indicators.

Drawing on the strength of the seminal article, Levine and Zervos (1998), in a panel study of 47 countries covering an eighteen year period, using linear regression and correlation analysis, found out that the stock market liquidity and banking development both positively predicts growth, capital accumulation and productivity improvement. Stock market size, volatility and international integration were found not to be strongly linked to growth. Variables used in the study included output growth, capital stock growth, productivity growth and savings as indicators for growth. Stock market indicators included the turnover (measure for liquidity), capitalization (measure for size), value traded (measure for liquidity), volatility, capital asset pricing model, integration and arbitrage pricing integration. Banking development indicators was measured by bank credit.

Out of all the stock market indicators, only the liquidity as measured by the turnover and value traded were important.

Conducting a panel study of five developed economies (Japan, UK, Germany, France and the United States) using the vector autoregressive analysis, Arestis, Demetriades and Luintel (2001) asserted that both the stock market and banks played an important part in long run economic growth supporting the conclusion of Levine and Zervos (1998). Variables employed in the study included real gross domestic product, stock market capitalization ratio, stock market volatility and banking sector development.

Studying the causality relationship between capital market development and economic growth in Romania with vector autoregressive analysis which included real gross domestic product, real market capitalization ratio, real trade volume and number of listed shares as the variables used, Brasoveanu, Dragota, Catarama and Semenescu (2008) established the existence of a feedback effect between the capital market and economic growth but found that the link is strongest from economic growth to capital market. In the Malaysian stock market, Mun, Siong and Thing (2008) concluded that the direction of causality is from stock market to economic growth using the vector autoregressive econometric technique for analysis and real gross domestic product together with the market index as variables.

Shahbaz, Ahmed and Ali (2008) employing the auto regressive distributed lag approach, found the existence of a strong positive relationship between economic growth and stock market development in Pakistan and the stock market was found to be an important wheel in economic growth. Likewise, Hossain and Kamal (2010) in a study (using the vector autoregressive technique) of the Bangladesh stock market, concluded that stock market development have a strong influence on the economic growth of that country. Other studies supporting the view of the stock market development having a positive influence on economic growth includes Choong, Yusop, Law and Sen (2003), Odhiambo (2010), Nowbutsing and Odit (2009) and Beckaert, Harvey and Lundblad (2005).

Akinlo and Akinlo (2009) in a panel study of seven sub sahara African countries (Egypt, South Africa, Morocco, Nigeria, Kenya, Cote D'Ivoire and Zimbabwe) found out in Egypt and South Africa, the stock market has a positive and strong significant impact on economic growth, however, a relationship could not be established for the other countries.

While there is much literature on the positive relationship between stock market development and economic growth, there have also been studies that concluded that there is no relationship between the two. Ake and Ognaligui (2010) in a five year annual study of the Cameroon Stock Exchange found out that the activities of the exchange do not affect Cameroonian economic growth. The study employed the Vector autoregressive technique using gross domestic product, total value traded ratio, turnover ratio of the market and market capitalization as the variables.

Likewise, empirical studies conducted over a twenty one year pre and post liberalisation period indicates that stock market development in India is not related to the economic growth (Azarmi, Lazar, & Jeyapaul, 2005). Variables used for the study included per capita GDP, market capitalization, total value traded, the turnover ratio of the market, financial depth, trade and inflation. The ordinary least square method was used in the study to analyse the link between stock market and economic growth. In the study of Devereux and Smith (1994), it was argued that greater risk sharing that occurs in the stock markets may actually cause a reduction in savings rates and this can translate to a slowdown in economic growth.

Nigerian Stock Market and Growth Studies

The few studies conducted in the context of the Nigerian Stock Market such as Akinlo and Akinlo (2009) found that the stock market development in Nigeria does not have a relationship with the economic growth in a panel study of seven sub-sahara African countries. In the country specific study of Ayadi, Adegbite and Ayadi (2008), the results revealed that stock market development was negatively correlated with economic growth. The method of analysis used was the Spearman rank correlation covering a period of 17 years annual data. The study is consistent with the work of Donwa and Odia (2010) wherein it was posited that the capital market does not have any significant impact on economic growth in Nigeria. The study employed the use of the ordinary least square to analyse the relationship and variables employed includes GDP, market capitalization, total new issues, total value of transactions, total listed equities and government stock. The period of study spanned 27 years.

However a positive relationship was established in Ewah, Esang and Bassey (2009). It was asserted that development in the stock market leads to economic growth in the country and to examine this relationship, they made use of GDP, government development stock, interest rate, market capitalization, broad money supply and total market capitalization as the variables.

Based on the review of literature coupled with the objectives, the following research hypothesis was developed for the study:

H₀: There is no cointegration between stock market development and economic growth in Nigeria.

MODEL SPECIFICATION

Based on both the theoretical and empirical literature reviewed earlier on, the empirical model can be written as;

PCGDP = f {market capitalization ratio, value traded ratio, discount rate, trade openness, structural adjustment programme and democratic regime}.....(1)

Where PCGDP stands for per capita gross domestic product.

From equation 1 above, the regression model is specified as;

$$\text{LOGG} = \beta_0 + \beta_1 \text{MCR} + \beta_2 \text{VTR} + \beta_3 \text{DR} + \beta_4 \text{TRD} + \beta_5 \text{SAP} + \beta_6 \text{DEMO} + \mu_t \dots (2)$$

Where β_0 = intercept

β_1 - β_6 = coefficients to be determined.

LOGG = Log of per capita GDP.

MCR = Market capitalization ratio.

VTR = Value traded ratio.

DR = Discount rate

TRD = Trade openness

SAP = Structural adjustment dummy, which takes the value of 1 for the period when it was in place and 0 for when it was not in place.

Demo = Political stability dummy. This has the value of 1 for a military government and 0 for a democratic government.

μ_t = Error term

The method of analysis is based on analyzing the order of cointegration between stock market development and economic growth in Nigeria and determining the nature of the relationship. Cointegration refers to a linear combination of non-stationary variables among a set of individual integrated variables. These variables are said to be cointegrated if they are individually non-stationary and integrated of the same order and yet their linear combination is stationary. In essence, variables are cointegrated if there exists long term equilibrium relationship between them and as noted in Gujarati (2009), a test for cointegration can be viewed from the point of testing to avoid a spurious regression.

For this study, the Johansen and Juselius maximum likelihood estimator procedure was adopted to determine the number of cointegrating relationship between economic growth and stock market development in Nigeria. (e.g. Arestis, Demetriades, & Luintel, 2001; Alam and Hasan, 2003; Dritsaki and Dritsaki, 2005).

The Johansen and Juselius procedure is adopted due to the following reasons

- i. It tests explicitly for the number of cointegrating relationships.
- ii. It is not sensitive to the choice of dependent variables as all variables are assumed to be endogenous (Masih and Masih, 1996).
- iii. It accommodates dynamics in the cointegrating regression, (Menon, 1995).

If the existence of a cointegrating relationship is confirmed among a set of variables, then there exists a corresponding error-correction representation meaning that changes in the dependent variable are a function of the level of disequilibrium in the cointegrating relationship and changes in the other explanatory variables as demonstrated by Engel and Granger (1987). This implies that if there are deviations from the long term equilibrium, it is the error correction term that will force the movement back

to the long term equilibrium position, in other words, the dependent variable, and in this study, the per capita GDP, is being driven directly by the long term error and is responding to the feedback.

The vector error correction mechanism (VECM) is a VAR based procedure that is used for non-stationary variables that are cointegrated. While it restricts the long run behavior of the endogenous variables to converge to their cointegrating relationship, it also allows for short run dynamic adjustments. As noted by Masih and Masih (1996), the long run constraints are implied by the estimated cointegrating vectors and are imposed by way of constraints in the simple VAR model (variables are in their first difference) through lagged error correction terms. Accordingly, the significance of the differenced explanatory variables is an indication of the short term effects while the long term causal relationship is given by the significance of the t-test's of the lagged error correction terms that contains information about the long run. Thus the coefficient of the lagged error correction term is a short term adjustment coefficient that represents the proportion of the imbalance in the dependent variable that is being corrected in the short period.

The VECM modeling and specification for this study follows the frame work of Levine and Zervos (1998) and Yartey and Adjasi (2007). This is given by;

Where

Δ = difference operator

α_0, α_8 = coefficients to be estimated

t = time period

LOGG = Log of per capita GDP

MCR = Market capitalization ratio

VTR = Value traded ratio

DR = Discount rate

TRD = Trade openness

SAP = Structural adjustment dummy, which takes the value of 1 for the period when it was in place and 0 for when it was not in place.

Demo = Political stability dummy. This is has the value of 1 for a military government and 0 for a democratic government.

ecm = Error correction mechanism

μ_t = Error term

Per capita GDP is the dependent variable while the other variables are independent.

The E-view 6 software was used to analyze the data.

The variable acronyms, the expected hypothesized signs, definition and sources are as presented in the table below:

Table 1.1
Variable Description, Signs, Definitions and Source

Variable Acronyms	Expected sign	Definition	Source
LOGG		LOG of Per capita GDP	World Bank statistical data base
MCR	+	Market capitalization ratio	Central Bank of Nigeria Statistical Bulletin
VTR	+	Value traded ratio	Central Bank of Nigeria Statistical Bulletin
DR	—	Discount rate	International Financial Statistics online data base
TRD	+	Trade openness	National Bureau of Statistics, Nigeria
SAP	+	Structural Adjustment Programme	
DEMO	-	Regime type	

VARIABLES EMPLOYED

With reference to table 1.1 above, variables that are used for this study are based on those used in previous studies as noted under the literature review and these includes stock market variables, economic growth variable, control variables and dummy variables.

A. Variables that capture stock market development are divided into two namely size variable and liquidity variable. These variables are;

- i. **Stock Market Capitalization Ratio:** This is defined as the ratio of market capitalization to gross domestic product and measures the size of the market. Market capitalization here refers to the total value of all the listed shares in the stock market. As an indicator of stock market development, the assumption is that this variable is positively associated with the ability to mobilize capital and diversify risk. (Levine and Zervos, 1996; Arestis, Demetriades and Liuntel, 2001; Shahbaz, Ahmed and Ali, 2008; Tachiwou, 2010). The stock market capitalization ratio measures the size of the market and it is expected to have a priori positive relationship with economic growth.
- ii. **Value Traded Ratio:** The value traded ratio is a liquidity variable which is defined as the ratio of total value of shares traded during the period to the gross domestic product. It serves as a measure of the value of equity transactions relative to the size of the economy and measures the level of liquidity of the stock market. Liquidity in this

context refers to the ability of investors to sell and buy securities easily. As observed by Levine and Zervos (1996), it complements the measure of stock market size as the market may be inactive but large. (Choong, Yusop, Law and Sen, 2003; Odhiambo, 2010; Ake and Ognaligui, 2010). Levine and Zervos (1998) concludes that stock market liquidity as a measure of the stock market development has a positive and significant correlation with current and future rates of economic development, capital accumulation and productivity and can thus be said to be a good predictor of economic growth.

- B. Economic Growth Variable:** The economic growth is proxied by the per capita GDP. The World Bank defines per capita GDP as a country's gross domestic product divided by its population which shows the income each person would have if GDP were divided equally. GDP per capita is a useful measure of economic productivity. Studies that have employed this as a measure of economic performance includes Choong, Yusop, Law and Sen, 2003; Azarmi, Lazar and Jeyapaul, 2005; Akinlo and Akinlo, 2009; Odhiambo, 2010.
- C. Control Variables:** The two control variables used for this study are;
 - i. **Discount Rate:** As observed by Akinlo and Akinlo (2009), the intervention of government or monetary authorities through the use of discount rates, has implications on the relationship between financial development and economic growth. This is as a result of adjustments made in the liquidity level in the stock market which affects its supply of fund function thus having the effect of increasing the market liquidity when discount rates are reduced and decreases the liquidity level when the rates are increased. This in turn has an adverse effect on economic growth. (Choong, Yusop, Law and Sen, 2003; Akinlo and Akinlo, 2009; Nurudeen, 2009). Thus the priori sign here is expected to be negative.
 - ii. **Trade Openness:** Trade openness is measured as the ratio of total imports and total exports to gross domestic product. This indicates the ease with which foreign investment is made in the domestic stock market (Choong, Yusop, Law and Sen, 2003; Akinlo and Akinlo, 2009; Yartey and Adjasi, 2007). With the introduction of reforms in the capital market in Nigeria such as the Nigerian Investment Promotion Commission Act of 1995, Foreign Exchange (Miscellaneous Provisions) Act of 1995 and Investment and Securities Act of 1999, foreigners began to actively participate in the activities of the Nigerian capital market as operators and investors and there are presently no limit to the percentage of foreign holding in any company registered in Nigeria. As at the end of 2008, foreign

listings had a total market capitalization of =N=115.058 billion (NSE Factbook, 2009).

- D. Dummy Variables:** To capture the effect of the different changes in government i.e. the military and the democratic rule and also the impact of the structural adjustment policy on economic growth, two dummy variables are introduced (Demirgu-Kunt and Levine; 1996 and Filler et al; 1999). The first dummy variable (DUMo1) captures the structural adjustment programme impact on the economy and takes a value of 0 for when introduced and 1 for when the policy was reversed. The dummy variable (DUMo2) is the proxy for the regime type and takes the value of 0 for a democratic government and 1 for a military government.

DATA COLLECTION PROCEDURE

For the purpose of this study, times series data is employed. Data is collected for the period 1980 to 2009 (Annual Data). Secondary data was used and was collected from various sources such as:

- The World Bank Statistical on line data base
 - The International Financial Statistics online data base
 - National Bureau of Statistics of the Federal Republic of Nigeria
 - The Central Bank of Nigeria's Annual Reports and statistical bulletin for different years.

DISCUSSION OF FINDINGS

Time Series Properties / Unit Root Results

The first test in time series econometrics before estimating the model to be used is examining the time series property of the data. A necessary test to be conducted is the unit test to determine whether the data is stationary or not. As noted by Gujarati and Porter (2009), using non-stationary time series data in empirical studies may not reveal the true relationship among the economic variables but a spurious one which can question the reliability of the hypothesis test. This study adopts the Phillips-Perron tests and the results are as shown in table 1.2 below.

Table 1.2
Unit Roots Test Result

Variables	PP	
	Level	1 st Difference
LOGG	-0.669977	-5.238199***
VTR	0.514480	-4.340696***
MCR	-1.339278	-5.254672***
DR	-2.371666	-7.737180***
TRD	0.759731	-5.395285***

Note: *** indicates significance at 1%

From the results presented in table 1.2 above, the null hypothesis of non-stationarity could not be rejected.

Cointegration Tests

Having confirmed that each of the variables employed in this study are non-stationary and integrated of order 1, we proceed to the cointegration tests using the Johansen and Juselius maximum likelihood (1990) test for cointegration to establish whether there exists any long run cointegrating equation between economic growth and stock market development in Nigeria using the variables earlier discussed. The hypothesis here is the testing of the null of non-cointegration against the alternative which is the existence of cointegration.

The Johansen's cointegration test is sensitive to the choice of lag length and so a VAR model is fitted to the time series data so as to obtain an appropriate lag structure. The Schwarz criterion (SC) and Hannan-Quinn (HQ) are used in selecting the number of lags required in the cointegration test. Both criteria suggested 2 as the lag specification to be used. Table 1.3 below shows the result of the Johansen cointegration test.

Table 1.3
Results of the Multivariate Cointegration tests

Null Hypothesis	Eigen Values	Trace Statistics	Critical Values at 5%	Null Hypothesis	Max-Eigen Value Statistics	Critical Values at 5%
None**	0.968876	140.0566	69.81889 [0.0000]	None**	93.68381	33.87687 [0.0000]
At most 1	0.600470	46.37277	47.85613 [0.0685]	At most 1	24.77156	27.58434 [0.1100]
At most 2	0.410637	21.60120	29.79707 [0.3212]	At most 2	14.27524	21.13162 [0.3429]

Both trace and maximum eigen value tests indicate 1 cointegrating equation at the 0.05 level

** denotes rejection of the hypothesis at the 0.05 level

[] denotes probability at MacKinnon-Haug-Michelis (1999) p-values

As noted in table 1.3, both the trace statistics and maximum eigen values suggest the presence of cointegration amongst the variables in the system at the 5% significant level. They both suggest the presence of at least one cointegrating equation. This indicates that the stock market and economic growth variables are tied together in the long run and their deviations from the long run equilibrium path will be corrected. The presence of cointegration also rules out non-causality among the variables. This is consistent with the results of studies such as Alam and Hasan, 2003; Choong, Yusop, Law and Sen, 2003; Mun, Siong and Thing, 2008; Riman,

Esso and Eyo, 2008; Nurudeen, 2009 etc.

Having confirmed the presence of cointegration among the variables, we then proceed to estimate the long run coefficients and Vector Error Correction Mechanism (VECM) including the error term to determine the dynamic behaviour of the model.

Long Run Estimates

The results of the long run coefficient estimates are as presented in table 1.4 below.

Table 1.4
Long Run Estimates

LOGG = -2.315678 – 0.639121MCR + 2.919378VTR + 0.076257TRD – 1.101761DR		
Variable	Coefficient	t-Statistics
LOGG	1.0000	
MCR(-1)	-0.639121	-13.0811**
VTR(-1)	2.919378	10.0194**
TRD(-1)	0.076257	14.1451**
DR(-1)	-1.101761	-20.6488**
C	-2.315678	

Note: ** indicates significance at 5% significant level

In the long run, all the variables are found to be statistically significant at the 5% level of significance and have the expected hypothesised signs except for the market capitalization ratio which proxies the size of the market. The implication of this is that the size of the stock market in Nigeria has a negative effect on economic growth. However, the liquidity of the stock market and the openness of trade in the economy are positively related to economic growth and are statistically significant in the long run. Stock markets are able to have a positive impact on economic growth by encouraging both domestic and foreign savings which provides an avenue for firms to obtain financing and further expand production which on a larger scale expands the economy. (See studies of Adjasi and Biekpe, 2005; Levine and Zervos, 1998; Senbet and Otcher, 2008; Ewah et al., 2009). Similarly, the discount rate has the expected sign and is statistically significant in the long run. This is consistent with the conclusion of Nurudeen (2009), wherein he concluded that that lowering the discount rate enables firms to obtain financing which increases production and accelerates growth.

Vector Error Correction Mechanism

The presence of cointegration rejects non-causality between the variables implying that at least one of the variables reacts to deviations from the long

run relationship. If the error correction term (ECT) is significant, then the lagged independent variables are important in the prediction of current movements of the dependent variable in this case, economic growth as proxied by the per capita GDP. This implies that the independent variables are important in predicting economic growth. As evidenced in table 1.5 below, the ECT in equation 3 is found to be significant at the 5% level of significance which further verifies the presence of cointegration amongst the variables as established under the cointegration test. The ECT coefficient of -0.214 suggests a moderate adjustment process to restore equilibrium following a short run shock in the previous period. This is consistent with the findings of Riman et al, (2008), Akinlo and Akinlo, (2007) but contradicts the study of Nurudeen (2009) where the error correction mechanism was positive. The negative sign of the error correction term implies that whenever there is a deviation from the long-run equilibrium relationship, as measured by the ECTs, it is mainly changes in stock market capitalization, stock market liquidity, discount rate and the trade openness that adjusts to clear the disequilibrium. The R^2 as given by the regression equation is low at 37% and the probability value of each diagnostic test is given in brackets and is within the acceptable standard. The LM and Jarque-Bera tests indicate the absence of serial correlation and non-normality of the data.

Table 1.5
Estimates of the VECM

Variable	Coefficient	t-Statistic
C	0.029118	1.31564
ECT	-0.213672	-3.61972**
$\Delta \text{LOGG}(-1)$	0.410622	1.12839
$\Delta \text{LOGG}(-2)$	0.169367	0.84211
$\Delta \text{MCR}(-1)$	-0.145411	-1.11993
$\Delta \text{MCR}(-2)$	-0.081965	-0.95180
$\Delta \text{VTR}(-1)$	0.609034	1.10727
$\Delta \text{VTR}(-2)$	0.193664	0.45984
$\Delta \text{TRD}(-1)$	0.016391	1.07851
$\Delta \text{TRD}(-2)$	0.006167	0.63752
$\Delta \text{DR}(-1)$	-0.065119	-0.39980
$\Delta \text{DR}(-2)$	0.005813	0.04193
DEMO	-0.018470	-0.95581
SAP	0.002017	0.10727
Diagnostics	$R^2 = 0.37$	
	F.Statistic = 85.9159 [0.000]	
	LM = 31.35 [0.1777]	
	JB = 77.42792 [0.9800]	

** denotes significance at 5%

The insignificance of the variables in table 1.5 above in the short run can be attributed to the fact that even though the Nigerian stock market is cointegrated with economic growth, the relationship is inconclusive in the short run. Thus in the short run, economic growth in Nigeria can be said to be as a result of other variables that are exogenous to the financial market which are capable of having an effect on economic growth. This is consistent with the findings of Riman et al, (2008) wherein it was concluded that the stock market may be correlating with other non-financial variables that has an effect on the liquidity of the market. Similar studies by Akinlo and Akinlo, (2007) also found the existence of a weak relationship between economic growth and the stock market in Nigeria. Another possible reason could be because of the thinness i.e. illiquidity of the stock market. This clearly shows that the market needs an enabling environment to improve the liquidity condition.

The type of government that is in place as captured by the dummy variable, DEMO, also shows that a military government has a negative effect on economic growth. This is because the period between 1980 and 2000 witnessed more of a military government than a democratic government. i.e. political instability which does not create an environment conducive for investment and hence growth. This is in line with the findings of Narayan and Smyth (2005) where it was found that political instability has a negative relationship with growth. This is however not statistically established in this study as the variable was not found to be significant.

The variable for the structural adjustment programme, SAP shows that there is a positive link between it and economic growth although this too was not statistically established.

Granger Causality Test

In testing the direction of causality, the granger causality test was adopted to test the direction of causality between economic growth and stock market development in Nigeria. The table below shows the result of the pairwise Granger causality test

Table 1.6
Result of Pairwise Granger Causality Test
Number of Lag = 2

Null Hypothesis	Number of observation	F-Statistics	Probability
MCR does not Granger Cause LOGG	28	0.45546	0.6398
LOGG does not Granger Cause MCR		3.37821	0.0517**
VTR does not Granger Cause LOGG	28	0.16773	0.8466
LOGG does not Granger Cause VTR		3.29101	0.0553**
DR does not Granger Cause LOGG	28	0.22957	0.7967
LOGG does not Granger Cause DR		2.15151	0.1391
TRD does not Granger Cause LOGG	28	2.13125	0.1415
LOGG does not Granger Cause TRD		0.67523	0.5188

** indicates significance at the 5% level

The results above indicate a uni-directional causality from economic growth to the stock market in Nigeria. This suggests that it is economic growth that leads to stock market development. This finding is in line with the theory of the growth led finance i.e. the growth in the economy spurs the financial sector to develop and as the economy grows and becomes more sophisticated, the financial system responds to the changes and demands of the economy. Here, it is argued that the financial system simply responds to developments in the real sector (Robinson, 1952; Romer, 1990). Relating this to the Nigerian stock market and economy, it comes as no surprise because the economy is in the developmental stage.

Parameter Stability Tests

In ascertaining that the estimated regression coefficients are not biased and that the model is not mis-specified, we employed the stability test across the period of study using the cumulative sum (CUSUM) and cumulative sum of squares (CUSUMSQ) test for structural stability and found that the regression equation is stable because neither the CUSUM nor the CUSUMSQ test statistics exceeded the bounds at the 5% level of significance implying stability over time. This is graphically illustrated in figure 1.1 and 1.2 below.

Figure 1.1
Plot of Cumulative Sum of Recursive Residuals

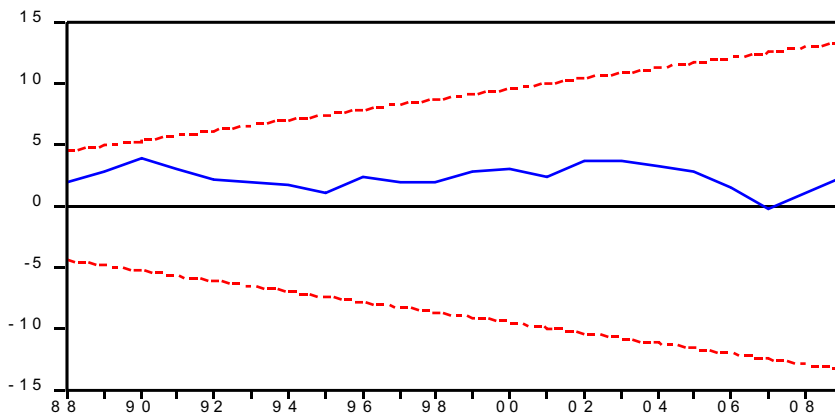
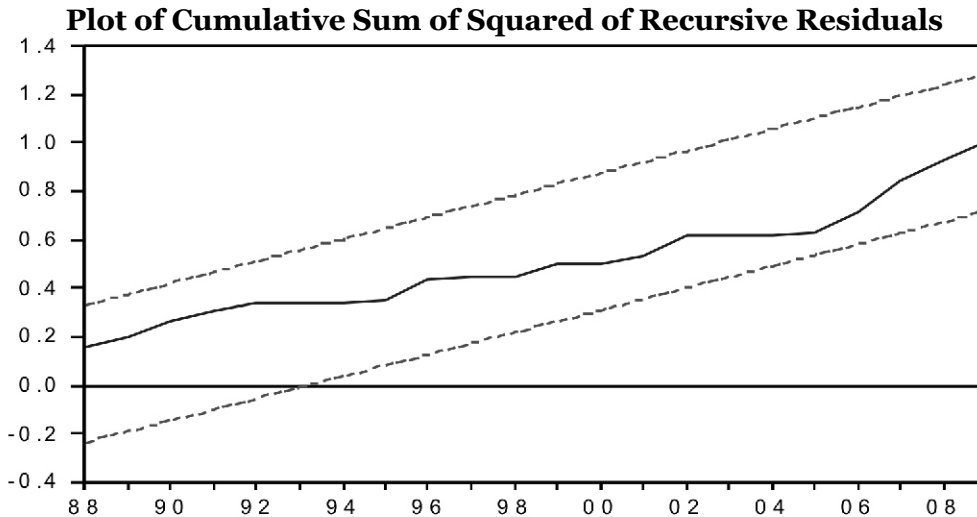


Figure 1.2

CONCLUSION AND POLICY RECOMMENDATIONS

The findings of this study has revealed the presence of cointegration between stock market development and economic growth in Nigeria and identified the resultant factor that causes the cointegration in the stock market. This was identified to be the liquidity of the market. Liquidity in the market encourages investment by firms which increases consumption. The increase in consumption leads to an increase in aggregate demand which stimulates production and thus having a positive effect on economic growth in the long-run. Causality tests however show that the direction is from economic growth to the stock market.

As a result of the above findings, **it is recommended** that the government puts in place policy measures to encourage economic growth. Some of these measures include

- the development of human capital to improve productivity,
- the creation of a conducive macro-economic environment to encourage investments, and
- the promotion of technological advancement to increase economic growth and having a stable political climate.

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IDENTIFICATION OF DRIVERS AND OBSTACLES OF MARKET ORIENTATION AMONG BOTSWANA'S SMALL SERVICE FIRMS.

**Olumide Olasimbo Jaiyeoba*

Market orientation as a business philosophy helps in positioning firms within an industry with enhanced performance. While much empirical work has centered on market orientation, the generalizability of drivers of Market orientation and its impact on the performance of small service firms in the Botswana context has been under researched. Accordingly, the current study seeks to investigate whether or not the antecedents, proposed by Kholi and Jaworski (1990), could contribute in making Botswana's small service firms market oriented. Top management emphasis, Centralization, Interpersonal connectedness, Competition and Market turbulence were found to be significant predictors of Market orientation. The study results could facilitate leadership of Botswana's small service firms and Policy makers in designing and implementing change initiatives, geared at making their businesses more market oriented leading to improved small business effectiveness and sustained competitive advantage.

INTRODUCTION

The concept of market orientation has a long tradition in business and marketing literature. The resurgence of interest in the field is mainly attributed to the works of Kholi and Jaworski (1990), Kohli, Jarworski and Kumar (1993), Narver and Slater (1990) and Slater and Narver (1994), who developed measures for market orientation and empirically investigated its relationship with business performance.

Kholi and Jaworski (1990), noting the importance of the marketing concept and its implementation, proposed a definition of a unidimensional market orientation construct and developed a framework for guiding future research. Several possible antecedents of market orientation were suggested. They noted the paucity of research on the topic and called for more scientific approaches to building a theory of market orientation. This study is consistent with this suggestion.

In recent years, market orientation has received considerable attention from both academics and practitioners. This trend reflects both a longstanding neglect of the construct and a widespread acceptance of its

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importance. Since the early 1990, significant progress has been made in understanding the conceptualization and measurement of market orientation, in evaluating its impact upon business performance, and to a lesser extent, in understanding the challenges or barriers to its development. In addition, although market orientation's impact on business performance has been investigated in a wide range of contexts, including developed and developing countries, studies on the antecedents or developments of a market orientation have been largely restricted to the developed country context, and in particular, to the U.S and U.K. Consequently, it is unclear whether existing evidence relating to the development of a market orientation is relevant to other parts of the world, most notably to countries which are not considered to be fully market based economies. This study, intend to contribute to body of knowledge by investigating the drivers and obstacles of market orientation amongst Botswana's small service firms.

More recently, studies on market orientation have been conducted in diverse contexts such as in small businesses Pelham, (1999, 2000) and across various industries (e.g. Blankson & Cheng, 2005; Bhuaian, 1997 (Saudi Arabia); Elg, 2008 (Finland); Spillan *et al*, 2009 (Peru). In contrast, the issues relating to the determinants and development of market orientation are still relatively under researched especially in developing economies. Narver and Slater (1990) suggested that research must be replicated in diverse cultures to boost conviction in nature and power of market orientation and its antecedents. Hence, current study is an attempt to retest the market orientation model, proposed by Kholi and Jaworski (1990) to determine which organizational and environmental factors could contribute in making Botswana's small service firms, more market oriented.

The exploration of organizational and environmental factors will facilitate leadership of organization in designing and implementing business practices and processes, aimed at becoming more market oriented which would translate into improved organizational effectiveness and sustained competitive advantage.

Background Information of the study:

The population of Botswana is estimated to be about 2million, currently ranked as an upper middle income country with per capita income in excess of US\$5000 (LEA, 2007). Small firms play a crucial role towards achieving industrial and economic development objectives of the Botswana economy (LEA, 2009). The most common parameters used to categorize SMMEs are the annual turnover and the number of workers. SMMEs are faced with a multiplicity of constraints, including but not

limited to lack of access to finance, lack of entrepreneurial skills, shortage of business premises, lack of marketing skills, inherent biases against small businesses (Botswana Government Paper, 1999).

However, governments around the world have come to recognize the vital role played by small firms in the achievement of economic growth and development objectives by creating jobs, wealth, and above all, provide satisfying careers for a growing number of entrepreneurs (Walsh & Lipinski, 2009). The study thus aims:

- (1) To investigate the effects of internal antecedents (Drivers and Obstacles) on market orientation behaviour of small service firms in Botswana.
- (2) To investigate the effects of external antecedents on market orientation behaviour of small service firms in Botswana.

LITERATURE REVIEW

Over the years, market orientation has been considered as the central ingredients of a successful organization's culture (Hunt and Morgan, 1995; Slater and Narver, 1995). Market orientation research has been published since early 1990s when Kholi and Jaworski (1990); Jaworski and Kholi (1993), as well as Narver and Slater (1990) offered two views on the concept of market orientation antecedents and consequences.

Numerous researchers (Jaworski & Kholi, 1993; Slater & Narver, 1994) found multiple organizational factors which contributed substantially to make organizations more market oriented. Jaworski & Kholi (1993) found that senior management factors, interdepartmental dynamics and organizational systems could act as drivers or hindrances for the organizations in their market orientation effort. Previous studies have identified both external and internal antecedents to market orientation. External antecedents are environmental factors beyond the organization, while internal antecedents are factors existing within the organization. Examples of external antecedents previously found to be significantly related to market orientation are market turbulence (Jaworski & Kholi, 1993) and competitive intensity (Avlonitis & Gounaris, 1999).

Various internal antecedents have been proposed and tested for association with market orientation. These include market oriented training (Ruekert, 1992; Lin & Davies 1997), Formal marketing education (Horng & Chen, 1998; Harris, 2000), market based rewards (Ruekert, 1992; Jaworski & Kholi, 1993), top management emphasis on market orientation (Jaworski & Kholi, 1993; Pulendran *et al*, 2000), top management risk aversion (Jaworski & Kholi, 1993), and interdepartmental conflict (Jaworski & Kholi, 1993), and interdepartmental connectedness (Jaworski & Kholi, 1993).

Consistent with Jaworski and Kholi's (1993) work, we classify the

antecedents of market orientation into three broad categories: top management factors, interdepartmental factors, and organizational systems. Top managers shape the values and orientation of an organization (Webster,1988).As such, top management emphasis on market orientation has a positive impact on the level of an organization's market orientation (Narver & Slater,1990).

Interdepartmental factors include interdepartmental connectedness and conflict. Connectedness between departments facilitates interaction and exchange of information (Ruekert & Walker 1987).Based on this reasoning, Jaworski and Kholi (1993),postulate that interdepartmental connectedness fosters an interdependency within the organization and encourages employees to act in a concerted manner in the processes of knowledge generation and knowledge utilization. Interdepartmental conflict, or the tension between departments that arises from divergent goals, inhibits concerted responses to market needs and thus diminishes market orientation (Jaworski & Kholi,1993).

The third set of antecedents, organizational systems consists of two structural variables, formalization and centralization, and two employee-related systems, market based reward systems and market oriented training.

Kholi & Jaworski, (1993), suggest that organizational dimensions such as formalization and centralization, tend to hinder the generation and dissemination of information and the design of organizational response. Market oriented reward systems increase market orientation (and thereby performance) by rewarding employees for objective outcomes (e.g market share or customer satisfaction survey results) and behaviours (e.g speed of customer service, effective the mJaworski,1990;Ruekert,(1992).Kirca *et al*,(2005); Kuada & Buatsi, (2005); Chelariu, Quattarra and Dadzie, (2002) concluded that reward systems have a consistent and strong positive effect on market orientation.

Few studies have investigated the macro environmental conditions as an antecedent of market orientation (Cervera, Molla, & Sanchez.,2001; Avlonitis and Gounaris,1999).Wood and Bhuian,(1993), thus concluded that these external environmental factors are perhaps even more influential in determining the level of market orientation. Therefore, competition, market turbulence, technology, and general economy of a country can be considered as the main external factors, which can be claimed to be influential in determining the level of market orientation.

Wood & Bhuain,(1993) have postulated that the greater the perceived competition,the greater the tendency to adopt a market orientation.Jaworski & Kholi (1993) concluded that in case of high

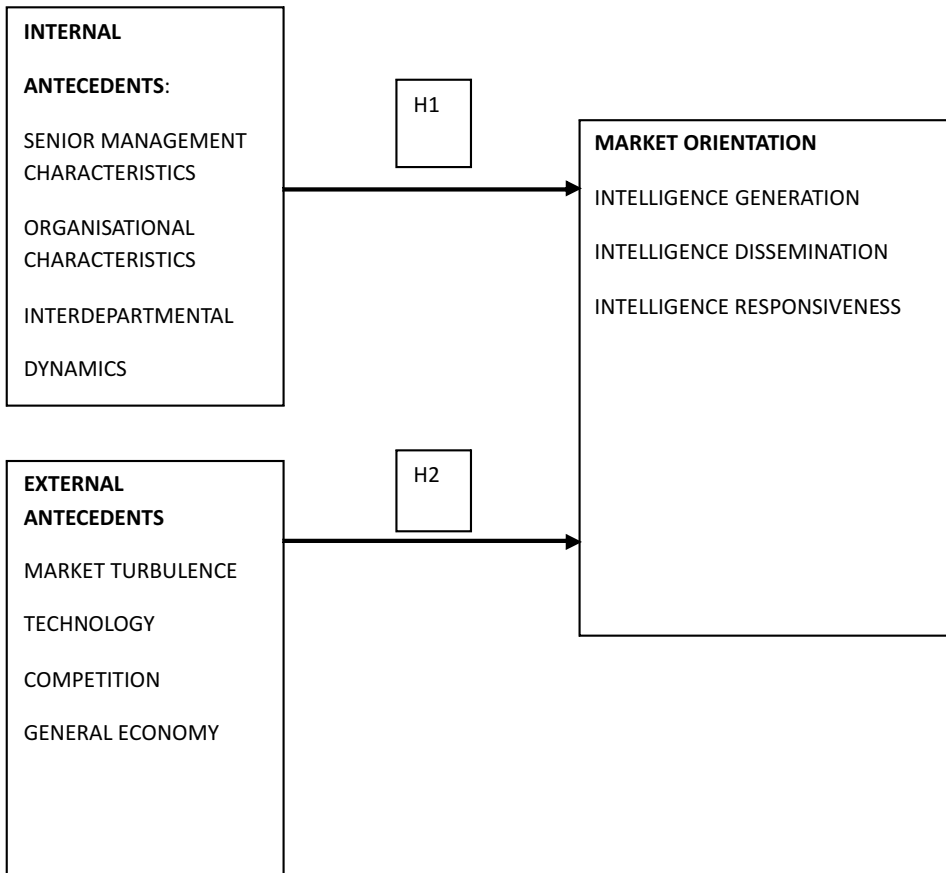
competition, customers have many alternatives to choose from, hence organizations that are not market oriented are likely to lose customers. While Jaworski & Kholi, (1993) asserted that organizations that operate in the more turbulent markets are likely to have to modify their products and services continually in order to satisfactorily cater for customers' changing preferences.

Slater and Narver, (1994) investigated the moderating role of the strength of the economy on the relationship between market orientation development and company performance and suggested that the companies that operate in weak economies with stable or decreasing markets are more likely to adopt market orientation than the companies that operate in strong economies. Thus, it is justifiable to consider the general economy of the country when determining the level of market orientation.

The main thrust of studies into the effect of external factors on the market orientation performance relationship is that while external factors increase market uncertainties, the generation of and response to, market intelligence are essentials to face market uncertainties. In this regard, research has shown that under circumstances of high market uncertainties, spending resources for market oriented activities is worthwhile; but, under situations of stable market, technological and competitive environments expending resources for market oriented activities would be superfluous (Dwair *et al*, 2007).

CONCEPTUAL DEVELOPMENT AND HYPOTHESES:

From a focused and sustained meta-analytical review of seminal literature on market orientation, stretching from 1990-2010, the researcher distilled a conceptual framework in figure 1 below upon which this study is based.



The MARKOR scale adopted provides a refined direction for the researcher and thus serves as a basis of this empirical study. The framework depicts 2 conceptual hypotheses tested in this empirical study, focused on measuring the drivers and obstacles of overall market orientation behaviour of small service firms in Botswana. With a focused search and scrutiny of both empirical and theoretical literature on market orientation, the researcher managed to generate the following scientific hypotheses (conceptual and operational), that the study seek to test as evident on the framework.

Jaworski and Kholi (1993) identified three categories of internal antecedents to MO (senior management factors, interdepartmental dynamics, and organizational systems), as well as four categories of external antecedents to MO (market turbulence, technology, competition, and general economy) adapted from extensive stream of extant MO literature.

These antecedents act as drivers or obstacles of MO, resulting in some organizations being more market oriented than others.

H1: For small service firms in Botswana, the internal antecedents are significantly associated with the level of market orientation.

H1a: The senior management characteristics (such as top management emphasis, risk aversion, management training, and formal marketing education are significantly associated with the level of market orientation of small service firms in Botswana.

H1b: The organizational characteristics (such as centralization, formalization, political behaviour and market based reward system) are significantly associated with the level of market orientation of small service firms in Botswana.

H1c: Interdepartmental dynamics (such as interdepartmental connectedness and conflict) are significantly associated with the level of MO.

H2: For small service firms in Botswana external antecedents are significantly associated with the level of MO.

H2a: The level of market turbulence of small service firms in Botswana is significantly associated with the level of market orientation.

H2b: The level of technological turbulence of small service firms in Botswana is significantly associated with the level of market orientation.

H2c: The level of competition is significantly associated with the overall market orientation behaviour of small service firms in Botswana.

H2d: The strength of the economy is significantly associated with the level of market orientation.

RESEARCH METHODOLOGY

The study employed a snowball sample of managers and business owners in the small service firm domain within Gaborone and its environs. The reason for opting for non-probability rather than probability sampling was that the sampling frame of the key informants was not available and the study was exploratory in nature to improve the understanding of organizational market orientation behaviour in Botswana context. These small businesses were operating in the service industry. The final pool of small service firms to whom questionnaires were sent totalled 400. Eventually, only 249 (constituting over 60% response rate) usable questionnaires were returned by the respondents. Questionnaire was pretested and respondents were asked to identify items they found unclear, ambiguous or confusing. As a result of the pretest, minor adjustments were made to the questionnaire. Data was collected between mid July 2012 to mid October 2012. The majority of the respondent personnel were managers, accounting for about 50% of the total. This suggests that most respondents were sufficiently experienced to be able to provide meaningful response to

broader policy issues relating to market orientation.

After comparing the responses of the early and late respondents, on a number of characteristics, no significant difference was found suggesting that the sample is free from response bias. The sample size and the response rate are consistent with related studies.

The questionnaire was developed and scale measures were adopted from Kholi & Jaworski, (1993) constructs. The items in the questionnaire were measured with the aid of a Five point Likert type Scale. The internal antecedents were measured by items adopted from Jaworski & Kholi, (1993). External antecedents were adopted from Jaworski & Kholi, (1993) and Gray *et al*, (1998) respectively. At this point it was a matter of necessity that reliability analysis was conducted on all the multi items scales to check the internal consistency of the scales. This study adopted a cut off of 0.5 for Cronbach's Coefficient following Nunally (1988). Using 0.5 as the cut off is not without precedent. It has been adopted in related studies (Blankson & Stoke, 2002; Blankson & Cheng, 2005). Reliability results have been presented in table 1 below. The coefficient alpha values for intelligence generation, intelligence dissemination or interfunctional coordination, and intelligence responsiveness or taking action are 0.63, 0.60, and 0.55 respectively, indicating that the MARKOR scale developed by Kholi *et al* (1993) was also a reliable instrument for measuring market orientation in Botswana. The coefficient alpha values of 0.73 for top management emphasis and 0.88 for centralization also confirmed the reliability of Kholi and Jaworski's (1993) scale items for data collection in Botswana. Similarly, other scales including market based reward system, interpersonal conflict, interpersonal connectedness, market turbulence, technological turbulence adapted from Kholi and Jaworski (1993) produced coefficient alpha values of 0.78, 0.62, 0.81, 0.53 and 0.63 respectively, thus indicating that these scales were also reliable for data collection in Botswana.

Table 1 : Analysis of Internal Consistency

Model	No. of Items	Cronbach's Alpha
Intelligence Generation	10	0.63
Intelligence Dissemination	6	0.60
Intelligence Responsiveness	14	0.55
Top Management Emphasis	4	0.73
Risk Aversion	4	0.53
Management Training	4	0.54
Formal Marketing Education	4	0.57
Centralisation	4	0.88
Formalisation	3	0.51
Political Behaviour	3	0.56
Market based reward systems	4	0.78
Interpersonal Conflict	5	0.62
Interpersonal connectedness	4	0.81
Competition	7	0.77
Market Turbulence	4	0.53
Technological Turbulence	4	0.63
General Economy	4	0.64

RESULTS AND DISCUSSION

Stepwise regression analysis was employed to identify the antecedents having significant association with market orientation behaviour of small service firms in Botswana. The results of stepwise regression analysis as shown in Table 2 below demonstrated that top management emphasis, centralization, interpersonal connectedness, market turbulence and competition have been found to be significantly associated with overall market orientation and explain 23% in the level of market orientation behaviours of small service firms in Botswana. Formalization, Political behaviours, interpersonal conflict, risk aversion of top managers, as well as technological turbulence, level of general economy are not significantly associated with market orientation principles of small service firms in Botswana. Thus, **hypotheses 1 and 2** are partly supported in this empirical study. This provides support for the propositions of Jaworski and Kholi (1993) and Zebal, (2011) and is in agreement with their findings.

Top management emphasis was found to be positively and significantly ($\beta=5.71$, $p<0.01$) associated with market orientation behaviour of small service firms in Botswana. This finding is consistent with Kholi & Jaworski, (1993); Jaworski & Kholi, (1990) and Pulendran *et al*; (2000). Top managers shape the values and orientation of an organization (Webster, 1998). Therefore, without the emphasis of owners/managers, it would be unlikely to commit necessary resources for small businesses to pursue market oriented activities. Thus, owner managers of Botswana's small service firms must provide the resources and strategic direction for small businesses to operate on market oriented principles. The development of market orientation should start with leadership from the owner-managers of small service firms in Botswana.

This study findings lend substantial support to Narver & Slater's (1990) results, confirming that top management emphasis has a significant association with market orientation behaviour. Kholi & Jaworski (1993), concluded that top management reinforcement of the importance of a market orientation is likely to encourage individuals in the organization to track changing market share, market intelligence, with others in the organization, and be responsive to market needs.

Hypothesis 1a is therefore partly supported. Risk aversion, management training, and formal marketing education were however found not to have significant association with overall market orientation behaviour of small service firms in Botswana.

The regression analysis results, contrary to dominant findings in extant market orientation literature, indicate that centralization amongst

sampled small service firms in Botswana is positively and significantly associated ($\beta=0.86$, $p<0.05$), with market orientation. Thus, this finding partially support **hypothesis 1b**. In other words, centralized organizational structure is cherished among Botswana's small service businesses sampled. While scholars such as Kholi & Jaworski, (1990); Ruekert, (1992); Narver & Slater, (1990); Webster, (1988), advocate that organizations must be less centralized to enhance market orientation cultures of firms. This study finding attest to the fact that small businesses in Botswana viewed centralization as crucial for the development and implementation of greater market orientation in their organizations. The result may not be surprising in that, small business deliberation of the market place involves informal, unplanned activity that relies on intuition and energy of the owner manager to make things happen (Stokes & Blackburn, 1999). This research findings thus contrast with Kholi & Jaworski (1993) findings which suggested that organizational dimension such as centralization tend to hinder the generation and dissemination of information and the design of organizational response. The Botswana study's findings amongst small service firms is consistent however with Burgess & Nyajeka's (2007), study in Zimbabwe, in which they found out that centralization has positive and significant association with market oriented behaviours. Cano *et al.*, (2004), thus concluded that people in cultures that emphasize embeddedness and hierarchy are more willing to subordinate their own goals to those of others to engage in market oriented behaviours. Burgess and Nyajeka, (2007), concluded that embeddedness within organizational structures, preferences for hierarchy, and reward systems, common characteristics in developing economies, potentially counter its negative effects on market orientation.

Interpersonal connectedness was found to be significantly and positively associated ($\beta=0.84$, $p<0.1$) with market orientation effort of small service firms in Botswana. Interdepartmental connectedness is the extent of formal and informal contact amongst employees across the departments of an organization (Zebal *et al.*, 2011).

This research finding is consistent with stream of findings in contemporary market orientation literature. Jaworski & Kholi (1993) concluded that interdepartmental connectedness fosters an interdependency within the organization and encourages employees to act in a concerted manner in the processes of knowledge generation and knowledge utilization. **Hypothesis 1c** is therefore partly supported. This research findings corroborates Pulendran *et al.* (2000) findings in which he concluded that interdepartmental connectedness contributes significantly to higher levels of market orientation and helps a firm to act in a more

consistent manner across the organization towards their customers.

Market turbulence was also found to be significantly and positively associated ($\beta = 1.98, p < 0.01$) with market orientation behaviours of small service firms in Botswana. This provides support for the propositions of Jaworski & Kholi (1990) and Narver & Slater, (1990) and is in agreement with their findings. Wood & Bhuuan (1993), concluded that external environmental factors are perhaps more influential in determining the level of market orientation. Jaworski & Kholi (1993) asserted that organizations that operate in the more turbulent markets are more likely to have a greater need to market oriented. Pulendran et al. (2000) argued that it is imperative that organizations are highly market oriented in conditions of market turbulence. They thus suggested that a focus must be placed on listening and responding to customer's needs and a failure to adapt will render an organization competitively unstable. Appiah-Adu, (1997) augmented this by arguing that the influence of market orientation on performance depends on the level of market turbulence. Therefore, there is partial support for **Hypothesis 2a**.

Pulendran *et al.* (2000) analogously postulated that once customers begin to have the opportunity to switch preferences, market turbulence increases and organizations are forced to adopt a strategy of market orientation if customers are to be retained.

Table 2: Antecedents (internal and external) of Market Orientation

Dependent variable: Overall Market Orientation					
Independent variables	B	S.E.	EXP(B)	Sig.	(β)
Top Management	1.904	0.658	6.714*	.004	5.71
Centralization	0.618	0.310	1.855***	.046	0.86
Interpersonal Connectedness	0.610	0.364	1.840***	.094	0.84
Market turbulence	1.093	0.350	2.983*	.002	1.98
Competition	0.874	0.306	2.398*	.004	1.40
Constant	-8.859	1.541	0.000*	.000	
Cox & Snell R Square(Adjusted)	0.234				
Nagelkerke R Square	0.312				

Significant at the 0.01, 0.05 level, and 0.1 level as *, **, and * respectively.**

The level of technological turbulence was however found not to be significantly associated with market orientation behaviours of small service

firms in Botswana. This findings resonates with Zebal (2011) findings. This finding is also consistent with Kholi & Jaworski (1990) in which they noted that it is not that a market orientation is not unimportant in technological turbulent industries, but rather that it is less important. Therefore, **hypothesis 2b is rejected.**

The benefits afforded by a market orientation are greater for organizations in a competitive industry compared with organizations operating in less competitive industries. The level of competitive intensity of small service firms in Botswana was found to be positively and significantly associated ($\beta = 1.40, p < 0.01$) with MO behaviour of small service firms. Kholi & Jaworski, (1990) concluded that in the absence competition, an organization may perform well even if it is not very market oriented. This is because customers are stuck with the organisation's products and services. In contrast, under conditions of intense competition, customers have many options, and organizations that are not market oriented will probably lose out. This study is consistent with Avlonitis and Gounaris (1999) findings in which they observed that organizations that considered competitive intensity as market factor found a strong positive relationship between competition and market orientation. Wood and Bhuian, (1993) concluded that the greater the perceived competition, the greater the tendency to adopt a market orientation. This findings concurred with Han *et al.*, (1998), in which they observed that organization in highly competitive environments focus more on learning about competitors, which is a key aspect of MO. Therefore, there is **support for hypothesis 2c.**

This strength of the economy was however found not to be associated with market orientation behaviour of small service firms in Botswana. Therefore, **hypothesis 2d is rejected.** This finding resonates with Kholi and Jaworski (1990), findings in which they argued that a strong economy is characterized by strong demand and so an organization may be able to get away with a minimal amount of market orientation. Slater and Narver (1994) concluded that companies that operate in weak economies with stable or decreasing markets are more likely to adopt market orientation than the companies that operate in strong economies.

CONCLUSION AND RECOMMENDATION

The purpose of current study was to identify the organization factors which could promote or impede the development of market orientation of small service firms in Botswana. In determining what factors would account for the overall market orientation behaviour of Botswana's small service firms. Top management emphasis, centralization, interpersonal connectedness, market turbulence, and competition were found to have

significant association with market orientation behaviours of small service firms in Botswana. Risk aversion, political behaviour, formalization, interpersonal conflict, general economy and technological turbulence were found not to have significant association with overall market orientation of small service firms.

The results indicated that the greater the top management emphasis, the higher is the overall MO behaviour of small service firms which was in line with the findings of Narver and Slater (1994), Jaworski and Kholi (1993), and Nwankwo *et al.*, (2006). However, centralization was found to be positively and significantly associated with overall MO behaviour of small service firms. This finding contrast with Kholi & Jaworski, (1993) finding. In the light of the results of study, it is concluded that Kholi & Jaworski's proposed antecedents of MO might not necessarily be replicated completely in developing economy like Botswana. Market orientation therefore provides small service firms with ways to connect with the customers, and employees in order to improve organizational growth and profitability which are required for its competitiveness and survival.

Based on the findings of the study, leadership of Botswana's small service firms should stress on providing the required resources, encouraging the sharing of market based ideas through suggestion schemes and uplifting employees' motivation by formal and informal support in order to make their organizations more market driven.

As regards implications for future research, although we conducted a cross sectional study, the dynamism of the constructs might have been captured more precisely using a longitudinal approach. Also, additional studies might examine more fully a complete set of antecedents that influence the MO of the firm. The relative importance and appropriate mix of factors engendering market oriented activity could be determined to allow for prescriptive models of MO.

LIMITATIONS OF THE STUDY

From the methodological point of view, the non-probabilistic sample data collection procedure may impose some limitations to the external validity of the findings. Moreover, since it is a cross-sectional data, the results might not be interpreted as proof of a causal relationship but rather lending support for the previous causal scheme. Some additional antecedents of market orientation including professionalism, entrepreneurship, company size and resources may be included in the conceptual framework to examine their relationships with overall market orientation.

Research is also needed in Botswana to explore the complex

interrelations of MO antecedents and the impact of these on MO and performance. Work must now look more deeply into types of centralization, formalization and other organizational structure effects on market orientation amongst small service firms in Botswana.

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RESEARCH CULTURE MODEL FOR INSTITUTIONAL EXCELLENCE IN NIGERIA

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Universities that are making impact are those that have formidable research structure with the enormous capacity for high research productivity. Most Nigerian Universities did not see this at their inception but awakening drive of being one of the best Universities in the World now call for a revisit of their research cultures. The Homogeneous Research Culture (HOMORECUL) Model was suggested in this paper as a possible way out of this dilemma.

INTRODUCTION

Universities all over the world are concerned with research culture (Stehilik, 2012). It is unfortunate that few universities in Nigeria started without a focus on research culture. So their problem is not a matter of building a research culture from the base level rather it is a matter of changing the existing structures into enduring research culture; which is much more difficult. This explains why some universities do not bother to do anything up till now because of the problem of identifying where and how to start, which further reveals why the average publication rate of Nigerian academics in High Impact Journal is less than 5% per year with its attendant negative effect on the quality of master and doctoral degree candidates produced.

The advent of unethical and unnecessary public relations with external examiners and assessors of postgraduate thesis by institutions has worsened the situation. We now have a situation where external examiners do not bother to scrutinize thesis/dissertation sent to them, believing that no matter what, he has to pass the student, even when such research thesis are substandard. Such postgraduate student become more unfortunate if earlier handled by supervisors who do not have enough time to read his/her work or the subject matter is not in their area of specialization but would not let go because of the honorarium or as a man of last resort to the department that does not have enough resource persons for her postgraduate

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programmes.

Worst of all is when the institution itself is driven more by other factors other than the integrity of her programmes. Students particularly take advantage of this by presenting research work that are either plagiarized or contracted out to experts without the students undergoing the process and mastering the act of the research him/herself which ultimately negates the essence of an academic postgraduate degrees (i.e. MSc and Ph.D). And since future lecturers are often built from this baseline then a bad foundation has been laid, no matter the superstructures built on such foundation it would crumble, it may take a little while but it will eventually crumble, because it is this same half-baked that eventually teach and handle most of our undergraduate research supervisions. It is only a fool that will expect a different result while he continues to do a thing the same way.

It is on this backdrop that we must as a matter of urgency be committed to building an enduring research culture. The nation has been worst hit by these scenarios because there are few new innovations based on universities research findings, hence societal development in science and management has been slowed down.

This paper shall be divided into the following sections:

- Definition and explanation of research culture
- Strategies for building an enduring research culture
- Practical application to Nigerian Universities
- Concluding Remarks.

DEFINITION AND EXPLANATION OF RESEARCH CULTURE

Chetham (2007) notes that research is the first strand in the knowledge economy, embracing the systematic generation of new knowledge, development of new ideas and experiment with new techniques. He sees learning and teaching as well as actual knowledge transfer as the other strands. He notes that while the faculty members of an institution are built through research, students are built through teaching and learning and the community is built through both. Without a collection of research-based faculty, there is no university but rather what we have is a money-making venture. This is so because research is the basis of how a university education works. A course is presented in a more interesting manner when the lecturer in charge has undertaken research in the different topical areas of the course. Research is supposed to be the fundamental support of our teaching and a basis of support for our community.

What is then research, then research culture? Research can be defined as a systematic investigation into a problem with a view to advancing

the frontier of knowledge. It is a method of thinking in an orderly sequence by assuming an inquisitive posture in order to investigate and solve a particular problem.

Several authors have defined research in different ways: Kerlinger (1976) defines it as the systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among natural phenomena. And also, Akinyemi (1999) defines research as a systematic investigation into a problem through the collection and analysis of primary data for the purpose of making generalization and predictions which will advance the frontier of knowledge.

A look at a recent definition of research shows that research is planned search or critical investigation aimed at discovering new knowledge with the hope that such knowledge will be useful in developing a new product or service or a new process or technique or in bringing about a significant improvement to an existing product/process (NSF, 2012). From the different definitions of research that evolved over a period of time there is a definite pointer to the fact that it is an organized process that intends to add value to an existing phenomena through discovering the unknown or building on the known. This is seen as an important exercise for any nation that intends to develop (Stehlik, 2012). And much of this new knowledge emanates from the universities and other institutions (Cheetham, 2007). So it is imperative for any university that hopes to add to the value of the larger society to build an enduring research culture, so what is a research culture?

Pratt, Margaritis and Coy (1999) see research culture as the kind of environment that leads to research productivity among faculty members. While Stehlik (2012) sees research culture as one in which the university in collaboration with industry partners and or funding bodies, collectively build capacity and intellectual capital for the benefit of all.

Pratt, Margaritis and Coy (1999) identified twelve factors present in high performing research environments. These are: clear goals for coordination, research emphasis, distinctive culture, positive group climate, decentralized organization, participative governance, frequent communication, resources (particularly human resources), group age, size and diversity, appreciable rewards, recruitment emphasis and leadership with both research skill and management practice.

Also DeHaven, Wilson and O'connor Kettlestrings (1998) establishing the research culture variables in family medicine residency training programmes state; programme director support, time faculty involvement, didactic curriculum/journal club, professional support and guidance, forum/opportunities, early start, integrative curriculum, required projects, broad research definition, visibility and research committee as the

valuable requirements for creating enabling research environment. In the Philippines the commission on Higher Education (HED) posits that research agenda, policies and guidelines on research incentives, services and facilities for research, publications and research capable faculty are the major important factors to be provided in a research oriented higher institutions, further corroborating this, Dunder and Lewis (1998) found that individual attributes, institutional and departmental culture and working conditions affect research productivity. Salazar-Clemen and Almonte-Acosta (2007) interviewed some selected faculty members from fourteen universities and colleges across Philippines and found that the following indicators of research culture only existed to a moderate extent; administrative practices, inter-institutional collaboration; institutional research strategy, financial reward system, infrastructure, presence of ethical policies, general research impact and availability of research finding. The faculty further identified the following as the factors necessary for improving research productivity; availability of time, strong belief in research activities, faculty involvement, positive group climate, working conditions and organizational communication, decentralized research policy, research finding and clear institutional policy for research benefits and incentives.

Let us have a critical look at the research culture in the best two institutions of the world and the best institution in Africa.

RESEARCH ACTIVITIES OF SOME SELECTED WORLD RATED UNIVERSITIES.

Univeristy of Cambridge

University of Cambridge sponsors research work wholly and has 100% sponsorship of seminars and workshops of research findings of faculty members. Professor John Walker in July 10, 2012 received the Copley medal which is believed to be the world's oldest scientific prize for his ground breaking work in understanding what powers living cells. University of Cambridge says they are committed to achieving excellence in research and scholarship and to ensuring that their research contributes to the well being of the society through provision of a creative and supportive environment in which ideas are generated and developed.

Cambridge has identified a number of strategies initiatives and networks to tackle research challenges addressed by multi-disciplinary teams of researchers with the intention of providing academic leadership in the noted area and to develop strategic partnership with academic and industry around the world to advance research and its impact with each schools/colleges having research center

HARVARD UNIVERSITY

Harvard faculty members conduct research in almost every field and seek to expand human knowledge through analysis, innovation and insight. Research in Harvard University is supported by more than \$750 million or N1.2trillion of sponsored research funds each year and at more than 100 research centres on campus and around the world.

Researchers include faculty members, visiting scholars, post-doctoral fellows, and graduate and undergraduate students and they collaborate with colleagues across the university, at affiliated institutions and other research institutions. Harvard faculty members publish in High Impact Journals of their field of endeavors.

UNIVERSITY OF CAPE TOWN

Best university in Africa and No 156 in the world. It encourages research in the university through investment in learning facilities and resources and direct funding. University of Cape Town has over 1.2million print volumes of journals, including 28,300 print journal titles, and offer access to 63,000 e-journals and 177 electronic research databases. It encourages collaborative interdisciplinary research across full spectrum of disciplines, the research focus address increasing complexity of research questions: leveraging more on better funding, encouraging the mobility of researchers and creating exchange opportunities for post-doctoral fellow and postgraduate students

STRATEGIES FOR BUILDING AN ENDURING RESEARCH CULTURE FOR INSTITUTIONAL EXCELLENCE

It is imperative to note from the review that, for an institution to achieve excellence through research, three major areas of importance must be concentrated upon. These are the researcher's mind, institutional policy, and the macro environment. While the institution could control the variables that affect researcher's mind and institutional policy, the macro environment may not be controllable.

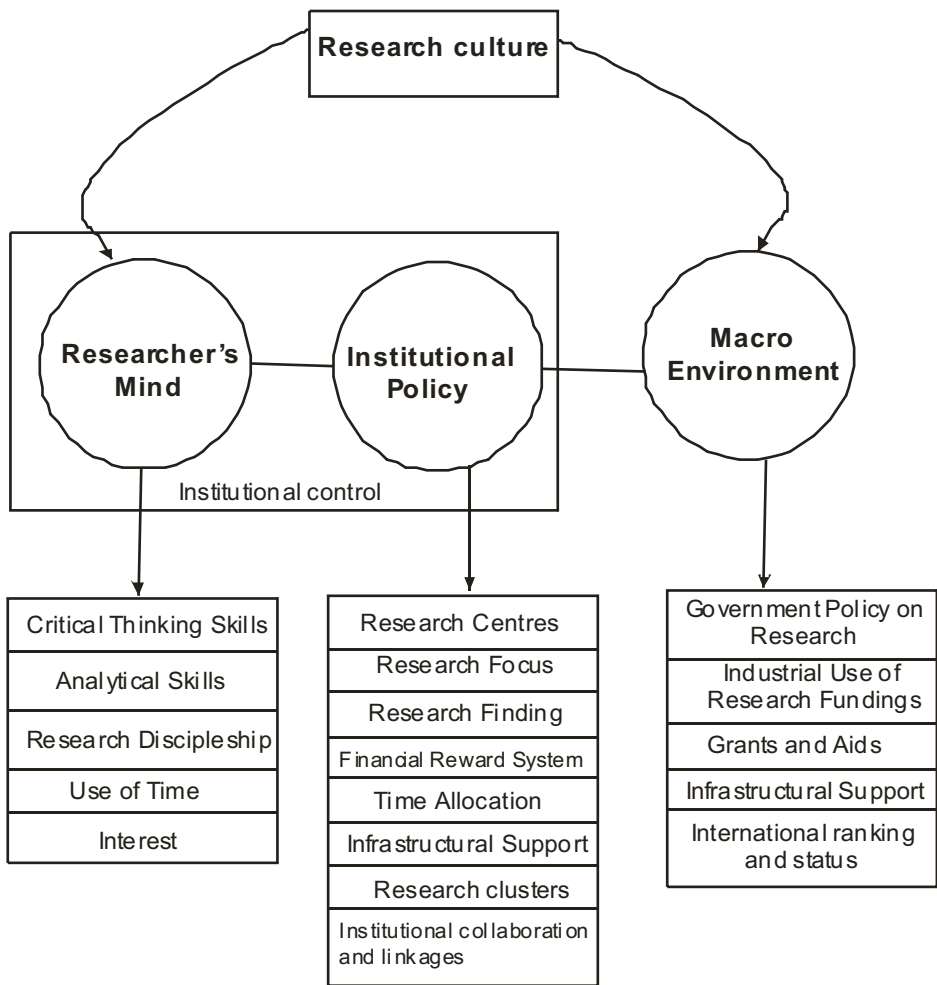


Fig. 1: Homogeneous Research Culture (HOMORECUL) Model, Asikhia, O. (2013)

RESEARCHER'S MIND

The homogeneous research culture (HOMORECUL) model depicted above reveals the major components of researcher's mind that help in creating enabling research culture as:

Critical Thinking Skills

Regurgitating others' thoughts is not thinking, repackaging others

opinion is not thinking, conformity in thoughts is not thinking. Also, packaging opinions as facts, passing off rumor as truth, and fueling speculations with personal belief is not critical thinking. And these are the commonest thinking done by researchers in this part of the globe. Hence, most literature review is not review but summary of other people's opinions which ultimately affects the discussion of results and overall quality of the research report.

It is critical thinking that gives excellent research outcome. Critical thinking is analyzing, conceptualizing, defining, examining, inferring, listening, reasoning and synthesizing so as to evaluate other people's thoughts and information in a disciplined way. It helps us to refine our thoughts as well as other people's thoughts in order to assess information in a reliable way and helps us to reject bad ideas. Critical thinking is not indiscriminate rejection of ideas rather it is act of skepticism, doubting and suspending judgment until there are intellectual independence by moving one from rash conclusions, mystification, reluctance to question received wisdom, authority and tradition towards intellectual discipline, clear expression of ideas, acceptance of responsibility for ones thinking and processing of information.

Critical thinking is a process of examining and testing propositions to determine whether they correspond to reality. It encourages reasoning based on sound and logical facts and not emotion and feelings.

So, critical thinking is an act that allows:

- asking pertinent questions
- opportunity to find new solutions
- one to seek out proof instead of assumptions
- one to look for supporting evidence opposed to assumptions

The major steps to developing critical thinking skills for research productivity are;

1. Understand the idea being put forth

2. Develop distinguishing lines of questioning of the idea.
 - with one right answer
 - with as many answers as these questions
 - with better or worse answers
3. Make connections between related ideas/concepts
4. How are they different?
5. Note the difference and state your views which must be a better position of the idea.

Analytical Skills

This explains the ability to analyze issues not quantification. This skill helps a faculty to put issues in perspectives and proper contexts. It helps to differentiate between contexts, research designs and methodological review.

Research Discipleship

Research discipleship is an act of imparting knowledge of research in a colleague in the Christ's way, that is, imparting research without leaving out the corrections of life or attributes that could not be found in Christ. In this model, a senior faculty helps the junior to grow in the research knowledge and application while obeying ethical issues of research. This has capacity of building a faculty both in research and Godly character as opposed to research mentorship where a researcher could evolve without no particular attention to Godly character and strict adherence to ethical practice of research.

Use of Time

Proper allocation of time between research and teaching is a sine-qua-non to fulfilling research productivity. It is important to state that lecturers teach better when most of the topical issues in a course have been researched into, so allocation of adequate time to research activities will not only ensure flawless delivery but enhances the chances of breaking into new

sphere of knowledge which will help in adding value to our community.

Interest

Allocation of time by faculty is dependent on their interest. Faculty members with deep interests in research are likely to find time to conduct research from time to time. Such faculty feels unfulfilled without undertaking a research activity within an academic year. The more a university employs research-focused faculty the more likely a research culture will evolve.

INSTITUTIONAL POLICY

The institutional policy comprised of the research focus and policy of the institution, establishment of research centres, funding, and clusters, financial reward system, time allocation and institutional drive towards collaboration and linkages.

Research Policy and Focus

There is no better way of building research culture in developing countries other than developing healthy authority, workshop, research and editorial processes of the indigenous journals. Institutions must have research policy and focus, which defines the research expectations of each unit, department, and schools. The policy must take cognizance of the industrial and economic development drives of the nation. This helps to ensure patronage for the research outcome. And the policy must also take into cognizance the institutions philosophy, goals, mission and visions.

Research Centres

Establishment of research centres is important in promoting an enduring research culture. The centre helps to initiate research agenda for units, departments and schools. It motivates and provides the necessary drive for enhanced research productivity. It screens research proposals and

coordinates researches especially in sensitive fields.

Research Funding

Institutions must be able to allocate specific sum of money to research every academic session apart from sourcing for funds from external sources, which in most cases is premised on the fact that such research outcomes will be useful to some if not all external sources.

Research Benefits and Incentives

There is need for institutions to put in place research benefits and incentives that would serve as motivational factors for doing research. A well defined financial reward system and other incentives must be established to enhance research productivity and culture. Institutions should align graduate programs with the drive of developing research culture in order to produce research capable graduates. Early exposure to independent research endeavor must be provided for graduate students (e.g. publishing academic works and presenting papers at conferences). The drive of any institution that has the intention of developing research culture should be developing teaching researchers not just faculty members that are only interested in teaching.

The Allocation of Time

More time must be allocated for research activities in the faculty members' schedule of work and the usage of such time should be monitored to ensure compliance.

Research time is not a free time for faculty members; this must be inculcated at the point of recruitment and selection process and be driven by heads of departments and units, with each department taking their research focus from the institutional research focus and communicated to lecturers and other faculty members. Results of such research endeavor must be demanded before the end of that session and compliance should be tied with

benefits and rewards.

Infrastructural Support

Institutions must be able to provide adequate infrastructural facilities that aid research activities. Such facilities as provision of constant electricity, water, chemicals, machineries, good office space, research software, and other research aided services must be provided. These will serve as motivational incentives for promoting research activities among faculty. Many intending researchers are often frustrated by lack of institutional provision of infrastructural facilities.

Formation of Research Clusters

Research clusters must be formed across units and departments to encourage interdisciplinary research activities and excellent research outcomes. It is compulsory for every faculty member to belong to at least one research cluster. Effective performance appraisal of every faculty member in the research cluster must be undertaken with the result being part of the promotion criteria.

Institutional Collaboration and Linkages

This is needed to create intellectual synergy with research professionals in other institutions both local and international. The research centre may be given this responsibility with a great support from institutions' management.

MACRO ENVIRONMENT

The larger environment in which the culture will be sited is very important to its formation. Though this environment is not under the control of the institutions but the institutional policies have capacity of influencing it, if properly driven. The macro environment includes:

Government Research Policy

A nation's overall capacity depends considerably on its universities as centre of knowledge production and generation. The policy of the government on research has a way of influencing research activities in higher institutions. If the government believes in the research outcomes of higher institution this shall affect the funds that are allocated to such endeavor. Apart from the funds, government has a role to play in opening up on areas of research needs that will help governance in terms of the value of decision that will emanate from using such research outcomes. These should be backed up with adequate research incentives and benefits.

Industrial Use of Research Funding

Institutions could influence industrial use of its research funding by involving such industry at the conception stage of the research work, this will help to properly align research objectives with the research needs of the firm and such firm should be carried along at every stage of the research process, this will enhance the dependability of such firm on the research outcome since they will be given opportunity to scrutinize the integrity of the research process, hence accepting and facilitating such research outcome will not be a challenge. Identifying the interested firms and their research needs is prime in this direction.

Grants and Aids

These are very important stimulant to establishing enduring research culture but they are not just gifts they must be earned. This is most achieved by employing research-oriented faculty with international reputation as well as enabling the research centres to function in this direction. The institutional collaboration and linkages will also be of great help.

Infrastructural Support

The provision of general infrastructural facilities in the nation aids mobility, interaction and other research processes and reduces the cost of establishing enduring research culture in higher institutions.

International Ranking and Status

The international ranking and status of institutions have been found to have positive relationship with attraction of grants and aids (Dundar and Levis, 1998). However, it must also be noted that this relationship could be vice-versa, because when an institution has high concentration of research-focused faculty and they are able to break new grounds and contribute positively to the body of knowledge, grants and aids will come and international ranking will be enhanced.

APPLICATION OF HOMORECUL MODEL TO NIGERIAN UNIVERSITIES

It is important to commend Nigerian Universities for provision of the present facilities that have been of great support for pockets research activities, however pocket research activities here and there cannot translate into an enduring research culture. So based on the homogeneous research culture model developed and earlier explained, it is imperative for the universities to consider the implementation of the following:

- Machineries must be put in place to build faculty members' mind towards research by encouraging seminars and workshops quarterly on schools/colleges' basis to tackle salient areas of faculty development towards research apart from sponsoring faculty members for relevant international conferences and workshop in this area. In view of limited funds, the institution should consider sponsoring at least two persons from different schools who will come and impart the knowledge on others as appropriate.
- Establishment of a research centre that will monitor research

activities in different schools/colleges from undergraduate to post graduate level, and as well as coordinate the research focus and policy of the institution apart from attracting grants and aids, ensuring international and local collaboration and linkages, and identifying research needs of firms in the country and internationally, and alerting relevant units, departments and schools/colleges of new research ideas, then monitor the development and implementation of such research ideas.

- Formation of research clusters across units, departments and schools/colleges to encourage inter-disciplinary research activities and outcomes that will attract national and industrial interests. The research centres can also coordinate this.
- The management of the institutions should provide effective leadership in institutional collaboration and linkages with other research centres locally and internationally.
- There must be an institutional research focus and policy, while the policy could be reviewed every three to five years, the research focus must be established every year based on national and industrial needs identified by the research center.
- The university must have a yearly research budget apart from the research aids paid as part of staff salaries. This research budget will help to facilitate identified yearly research focus or objective of the university as well as provide further research benefits and incentives to successful research clusters whose work is likely to attract national or industrial attention. And where such work attract any financial rewards to the university, the research cluster should be adequately compensated, this will motivate the cluster and encourage others to take research seriously.
- Faculty members should not be saddled with much administrative duties and incessant meetings so as to enable them create more time for research activities. The fastest way to kill a research-minded

faculty is to burden him with teaching overload and administrative duties. The habit of excess teaching work load should be discouraged.

- Publication in high impact journals should be encouraged not in fake monetary-driven publication outfit scattered in Asia and part of Europe. Faculty who are able to publish in renowned university based journal or internationally reputable publication outfit like EMERALD, SAGE, INDERSCIENCE, etc. should be rewarded financially and may be showcased at the university convocation ceremony. This is likely to motivate other faculty members towards research.
- Effective project, dissertation and thesis supervision should be encouraged at undergraduate and post graduate levels the research centre which is going to comprise faculty members from the schools/colleges in the university with some members of the centre heading the research activities in their respective schools/colleges should be made to look into this. Erring faculty members and students on the issue of project, dissertation and thesis supervision must be reported and punished.
- The university must invest in adequate provision of infrastructural support that will aid research productivity of faculty members. Each school/college should be allowed to make their requests and such requests must not be neglected or sparring provided.

CONCLUDING REMARKS

Universities 'management commitment to implementing the homogeneous research culture model will be a step in the direction of providing an enduring research culture in the Nigerian universities. The commitment will be in the area of provision of funds and facilities, spearheading collaborations and research linkages as well as monitoring the activities of the universities research centres when set up. External

funding and support often come when there is a formidable framework on ground because most of the local and international funding agencies are interested in institutional capacities before funds are provided. However, institutions that the universities already have working relationships with could be encouraged to be part of the establishment of the research centres by submitting a proposal to them. Putting all these in correct perspective is a step towards building a research culture and attracting better international ranking.

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DATA ENVELOPMENT ANALYSIS METHODOLOGY: A Case for Application in Developing Countries

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Evaluation of the performance of public sector organisations in developing countries such as Nigeria is not a trivial assignment due to their utilisation of multiple inputs to produce multiple outputs. In addition, their production and cost functions are often unknown and extremely difficult to estimate. In other climes, however, data envelopment analysis has proved a potent practical evaluation technique in resolving this difficulty with useful policy implications. However, scholars from the developing economies of sub-Sahara Africa appear to be passive in the application of this methodology. Therefore, this article seeks to introduce data envelopment analysis methodology, simplify the seemingly cumbersome structure of its mathematical derivations; and provide insight through illustrations on how to interpret the results of its models. The paper further stresses the advantages of data envelopment analysis and argues that it is a superior evaluation technique. It recommends that researchers' apply this technique in the efficiency assessment of organisations in the healthcare industry.

Background

Economic growth is a goal for most countries of the world. This stems from the fact that growth is a significant component of social and economic development. However, inefficiency in the production system of most developing nations of Africa, especially in the delivery of public services such as education, health, public utilities, among others, constitutes a serious hindrance to these countries in securing the desired growth. For example, according to Kirigia, Preker, Carrin, Mwikisa & Diarra-Nam (2006), evidences from most African states indicate that the problem of scarcity of resources is worsened by technical inefficiency which leads to wastage of available meagre resources.

Therefore, assessment of productive efficiency in the production system of African countries is crucial in the pursuit of the desired economic growth. Measurement of the efficiency operation of key institutions of the economy assumes important dimension in a developing country like Nigeria, where poor performance of public owned facilities and inability to

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convert the nation's resources to thriving business ventures are common knowledge. In addition, the wastage in the production system is apparent.

Consequently, there is apparent need to judiciously manage the available scarce resources in the country to deliver strategic services that are drivers of growth. To do this, the evident management deficiencies in the utilization of available resources need to be addressed through the assessment of efficiency of the operations of the nation's public and private organisations. This is because inefficient use of scarce resources exact penalty in terms of forgone benefits (Walker and Mohammed, 2004). Indeed, Akin, Birdsall and de Ferranti (1987) had observed that inefficiency in government health programmes, for example, is one major problem in African health care system. Besides, inefficient use of available resources restrict the government's ability to extend services to larger proportion of the populace

This notwithstanding, there is a dearth of empirical evidences on the assessment of productive efficiency in the service delivery both in the public and private sectors in Nigeria. This lack of zeal for efficiency measurement in private organisations is somewhat surprising since profit motivations ordinarily should have provided the needed motivation for efficiency. This dearth has created a knowledge gap in the efficiency level of the nation's production system; especially public organisations which are key institutions in the nation's strive for economic growth.

This, therefore, has sometimes produced negligence in the public sector as employees expect to be rewarded in terms of monthly pay and other perquisite irrespective of contributions to the achievement of organisational goals or public welfare. This disequilibrium between productivity and staff emoluments has often produced public facilities that operate more for operators' own convenience rather than the public's. Indeed, studies have shown that public and private organisations do not often use resources efficiently (Yaiswarng & Puthuchear, 1997)

The passive dispositions to efficiency studies in Nigeria seem to stem from lack of focus on efficiency measurement tools in literatures from Nigeria. Again, this is particularly surprising given the national resource constraints and the endemic wastages in the Nigerian public service and manufacturing system. To revert this trend, there is need to evolve a framework that is well grounded in prudential principles of sustaining and increasing efficiency in service delivery. This is necessary for evaluation and strengthening of the performance of public organisations to enable them to compete in the existing global competitive environment. In any case, renewed social pressures with the demand for greater accountability for public organisations have awakened interests in performance evaluation of public facilities

However, of the different approaches used in other climes in performance measurement, data envelopment analysis (DEA) has received the least attention both in empirical studies and theoretical expositions in

literatures from Nigeria. This ought not to be given the potentials of DEA and its wide applications with success in the developed economies (Holligsworth, 2003). According to Sodani and Madnani (2008), DEA has received numerous applications in health care, hospitals, banks, courts, academic departments of universities (Agha, Kuhail, Abdelnabi, Salem & Ghanim, 2011), among others. Therefore, the focus of this paper is to promote a better understanding of DEA approach in order to guide novice researchers and encourage the applications of DEA in a developing economy like Nigeria. The paper emphasises the basic concepts underlying this evaluation methodology and attempts to simplify its mathematical derivations and interpretations in order to widen its use for performance evaluations in a developing economy like Nigeria.

Data Envelopment Analysis (DEA)

Data Envelopment Analysis is a non-parametric technique which utilises mathematical programming rather than regression for efficiency measurement. Charnes, Cooper and Rhodes (1978) described data envelopment analysis as a mathematical programming model applied to observational data which provides a new way of obtaining empirical estimates of production functions and/or efficient production possibility frontiers. It constructs a piece-wise linear production frontier based on observed best practice; and it has proved a useful approach for evaluating the performance of a set of peer entities. These entities are referred to in DEA literatures as decision making units (DMU). The term decision making unit is generic and could depict any kind of organisation or departments thereof that converts multiple inputs (resources) to multiple outputs, for example, banks, hospitals, courts, among others.

With reference to history, data envelopment was a response to the thesis effort of Edwardo Rhodes who was under the supervision of W.W Cooper. Extending the ideas of Farrell (1957) based on earlier works of Debreu (1951) Charnes, Cooper & Rhodes (1978) proposed a DEA model which came to be known as the CCR model. The originating CCR model assumes constant returns to scale while Banker, Charnes and Cooper (1984) refined the CCR model to accommodate variable returns to scale, known as the BCC model. Subsequently, DEA was updated in terms of economic efficiency and productivity by Fare, Grosskopf and Lovell (1994), Coelli, Rao, O'Donnell & Battese, (2005), Aaronson, Bernet, Pilyavsky, Rosko, & Valdmanis (2006). In addition other scholars, for example, Ramanathan, (2003); Zhu, (2009), have similarly contributed in expounding DEA techniques.

Operationally, DEA identifies those organisations or decision making units which are maximising outputs, given inputs levels (Valdmanis, 2008). In achieving this it solves linear programming problems to birth a best practice frontier. In DEA methodology, an organisation's or decision making unit's performance estimations is a

proportional measure gauged relative to the frontier defined as the best performing DMU. Relatively efficient DMUs obtain efficiency scores of 1 while relatively inefficient DMUs obtain an efficiency measures less than 1. This single performance measure permits all DMUs in a data set to be compared directly.

Data Envelopment Models

Data Envelopment Analysis (DEA) models are in two variants: Input minimising model and Output maximising model. Each of the models can be run under the assumptions of constant returns to scale and variable returns to scale. The constant returns to scale (CRS) scenario assumes a production process in which optimal mix of inputs and outputs are independent of the scale of operations; the variable returns to scale is, on the other hand, less restrictive.

The input-oriented or input-saving model seeks to achieve input resources usage reduction as much as possible while sustaining the current output levels (Daraio and Simar, 2007). Output levels remain unchanged while inputs utilized are reduced proportionately to achieve movement to the efficiency frontier (Ray, 2004). Alternatively, the output maximising model seeks to maximize output levels with the present input utilization. The focus is to achieve output level expansion while inputs remain unchanged. As Ray (2004) suggests, it compares actual output with maximum producible quantity from its observed inputs.

Structurally, Data Envelopment Analysis model aligns with the mathematical format of linear programming problems as it seeks to optimise an objective function subject to a set of linear constraints. It consists of an objective function or the mathematical expression of the goal of the model, input constraints, output constraints, scale constraints and the non-negativity condition. The model normally maximizes output or minimises resource usage subject to the restrictions imposed by the conditions specified in the model

The mathematical format of data envelopment analysis is expressed in a ratio form in what in DEA literatures is termed as output maximising multiplier model as:

$$\text{Maximise: } \frac{\sum_{j=1}^M \lambda_{rj} y_{nj}}{\sum_{i=1}^K \theta_{ri} x_{ni}}$$

Subject to:

$$\text{Output Constraints: } \frac{\sum_{j=1}^M \lambda_{rj} y_{nj}}{\sum_{i=1}^K \theta_{ri} x_{ni}} \leq 1 ; (n = 1, 2, \dots, N)$$

Non-negativity condition/constraints $\lambda_{rj} \theta_{ri} \geq 0$ ($i = 1, 2, \dots, k$)
 ($j = 1, 2, \dots, M$)

Where:

N is the number of decision making units

K is the number of inputs utilized by the DMU

M is the number of outputs generated from inputs K utilized

The model above assumes that X_{ni} are the inputs used by the DMU being evaluated and the resulting output produced is y_{nj} . λ and θ are weights to be determined in the model. The model is often transformed into its dual formulation due to the complexity and tardiness of its solution procedure viz:

Objective function: Minimize $\lambda_r \theta_r$

Subject to:

(a) Outputs constraints: $\sum_{r=1}^N Y_{rj} \lambda_r \geq y_{ij}$ ($j = 1, 2, \dots, n$)

(b) Input constraints: $\sum_{r=1}^N X_{ri} \lambda_r \leq \theta_r X_{ri}$ ($i = 1, 2, \dots, N$)

(c) Scale constraints: $\sum_{r=1}^N \lambda_r \leq 1$

(d) Non-negativity constraints: $\lambda_r \geq 0$ ($r = 1, 2, \dots, N$)

(I) Output constraints: The constraints specify that the weighted average of the outputs of the reference sets, i.e., the left hand side of the inequality must be at least at the same level as the output of the decision making unit (DMU) being evaluated, the right hand side of the inequality.

(ii) Input constraints: The DMU being evaluated is efficient in resource input use if it uses less than or the same as the input use of the reference set,

(iii) Scale constraint: This constraint is included if variable returns to scale assumption is assumed, otherwise it is deleted if constant return to scale assumptions holds

(iv) Non-negativity condition: In the traditions of linear programming problems, the non-negativity constraints specifies that λ_r should be greater than or equal to zero

If the solution to the model above results in an efficiency score of 1 with the inclusion of constraints (iii), the DMU being evaluated is considered to be located on the variable returns to scale frontier, otherwise it is located away from the frontier and, therefore, inefficient

Illustrations Case

To illustrate the application of data envelopment analysis (DEA), we consider a simple numerical example involving twenty-five (25) hypothetical state hospitals or decision making units (DMU). It is assumed that these hospitals use three input resources: doctors, nurses and beds to produce four outputs: outpatients, inpatients, deliveries (birth) and ante natal care (ANC)

Table 1

Hosp	Beds	Doctors	Nurses	Outpatients	Inpatients	Birth	ANC	Input-Oriented		Output Oriented	
								CRS	VRS	CRS	VRS
A	20	1	6	464	32	63	84	0.421	1.000	2.374	1.000
B	250	22	207	13735	4586	1261	845	0.466	1.000	2.148	1.000
C	38	3	37	3644	1695	779	4960	1.000	1.000	1.000	1.000
D	36	2	9	2674	19	17	673	0.730	0.739	1.368	1.348
E	67	14	76	23896	1287	628	1921	1.000	1.000	1.000	1.000
F	23	6	22	3645	979	190	1068	1.000	1.000	1.000	1.000
G	16	2	18	3190	273	247	462	0.978	1.000	1.022	1.000
H	40	2	12	2898	476	213	341	0.789	0.822	1.268	1.265
I	42	1	9	4824	488	127	318	1.000	1.000	1.000	1.000
J	186	20	105	21292	2451	1403	1805	0.704	1.000	1.420	1.000
K	59	4	15	2583	405	109	983	0.490	0.490	2.039	1.689
L	15	2	9	1818	187	48	414	0.597	0.671	1.764	1.671
M	8	1	3	1764	164	13	78	1.000	1.000	1.000	1.000
N	22	2	14	1545	449	203	1150	0.646	0.776	1.548	1.469
O	24	2	1	1227	151	123	585	1.000	1.000	1.000	1.000
P	17	2	12	1062	589	254	254	0.973	1.000	1.028	1.000
Q	14	3	10	3423	156	36	476	0.889	0.894	1.124	1.121
R	13	2	14	5587	159	63	447	1.000	1.000	1.000	1.000
S	43	3	10	2550	184	80	436	0.499	0.504	2.001	1.768
T	18	1	8	938	99	36	232	0.36	1.000	2.75	1.00

The data envelopment analysis input- oriented dual formulation of the problem above for hospital A or DMU A will be:

x_{ij} = the number of health resources (input) used in health hospital j.

Therefore in this wise, x_{1j} represents the number of beds available in health hospital j.

x_{2j} = represents the number of Doctors available in hospital j in a year

x_{3j} = represents the numbers of Nurses available in hospital j.

Outputs:

y_{rj} = the number of Patients categories attended to in hospital j.

Therefore, y_{1j} equals the number of Outpatients attended to in hospital j in a year.

y_{2j} = the number of Inpatients attended to in hospital j in a year.

y_{3j} = the number of deliveries in hospital j in a year.

y_{4j} = the number of ANC Services rendered in a hospital j in a year.

j = hospitals considered in the study. $J = A, B, C \dots Y$

λ_j = weights attached to the inputs used and outputs of each hospital j.

Generally, it is not expected that public hospitals would be found prospecting for more patients in order to increase output; rather, cost minimization might be a noble objective to aspire for. Therefore, the input minimizing model used for the hospitals is:

Min θ

Subject to:

$$\sum_{j=1}^{25} \lambda_j x_{1j} \leq \theta x_A - \text{Beds constraints}$$

$$\sum_{j=1}^{25} \lambda_j x_{2j} \leq \theta x_A - \text{Doctors constraints}$$

$$\sum_{j=1}^{25} \lambda_j x_{3j} \leq \theta x_A - \text{Nurses constraints.}$$

Output Constraints

$$\sum_{j=1}^{25} \lambda_j y_{1j} \geq y_A - \text{Outpatients constraints}$$

$$\sum_{j=1}^{25} \lambda_j y_{2j} \geq y_A - \text{Inpatients constraints}$$

$$\sum_{j=1}^{25} \lambda_j y_{3j} \geq y_A - \text{Deliveries constraints}$$

$$\sum_{j=1}^{25} \lambda_j y_{4j} \geq y_A - \text{Ante-Natal Care constraints}$$

- Scale constraints (VRS)

$$\lambda_j \geq 0 \quad \forall_j, j=1,2,\dots,25 \text{ - Non-negativity Constraints}$$

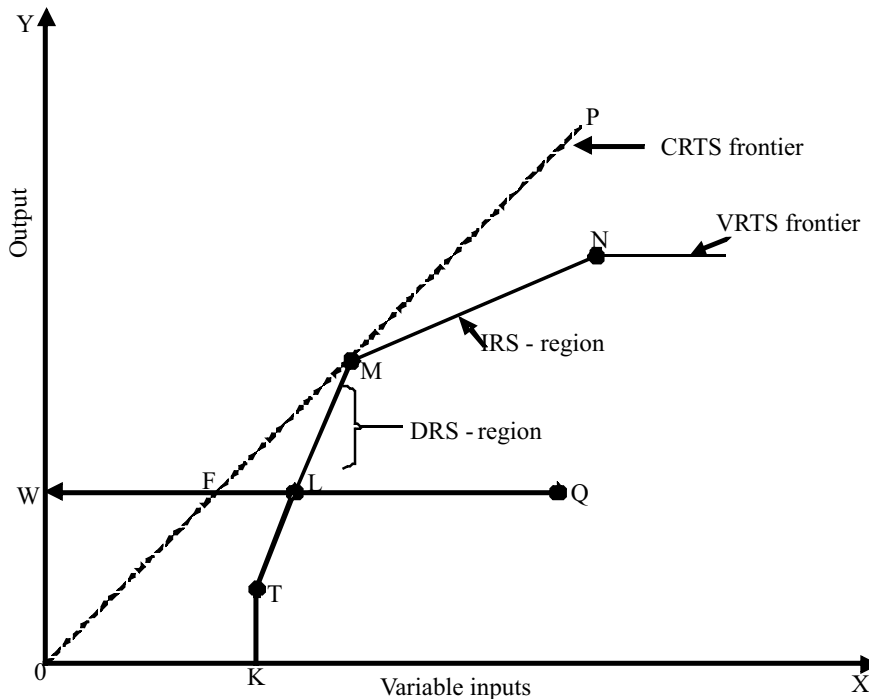
The model above assumes that the objective is to minimise input use for a given level of output. This system of equation is to be formulated and solved for each hospital, that is, twenty-five (25) runs or episodes. Solving these equations is not trivial and requires computer programme such as DEAP, Deafrontier, Excel Solvers, among others.

Interpretation of Data Envelopment Computed Scores

Data Envelopment Analysis computes relative efficiency scores for decision making units (DMU) in the above example, hospitals.

Generally, the relative efficiency scores for input minimising model range between 0 and 1. An efficiency score of 1 for any of the hospitals above under the constant returns to scale (CRS) assumption indicates that the hospital is located on the efficiency frontier. In other words, the hospital is operating at the optimal level and is therefore considered as both technically and scale efficient.

Interpretations of Computed Efficiency Scores



For example, hospitals C, E, F, G and M in table 1, above among others with the scores of 1 under the CRS assumption are technically and scale efficient. These hospitals, on the graph above, are located on the CRS efficiency frontier depicted by line OP.

Comparatively, hospitals that deviate from the CRS frontiers attain an efficiency scores less than 1, they are therefore not operating on optimum scale of production, for example, hospitals A, B, D (table 1 above) and others with efficiency scores less than 1 in table 1 column 9, that is, the CRS column. Hospital A, for instance, has an efficiency score of 0.42 which indicates that hospital A can reduce the number of Beds, Doctors and Nurses (input resources) by as much as 58% while achieving the current output profile. It only requires 42% of the current input to produce what it presently produces. With the strain on government resources for execution of policies that are beneficial to advancing economic growth and development, keeping the current input resources by hospital A amounts to a huge waste of public resources which are needed in other places within the hospital system.

However, a hospital with an efficiency score that is less than 1 under the CRS assumption could obtain efficiency scores of 1 under the variable returns to scale (VRS) assumption, that is, it could lie on the VRS efficiency frontier represented by the curve KTLMN above. Hospital A, B, G, among others (table 1) are examples of such a case, they are scale inefficient but technically efficient. There are occasions, however, that decision making units (DMU: hospitals) are both scale inefficient and technically inefficient suggesting gross misuse of resources. Such hospitals are neither located on the CRS nor VRS frontier, their location can be likened to point Q in the graph above. From table 1, hospital D, H, L, N, Q, S, W and Y are examples of such hospitals. For a state hospital system such resources loss can weigh significantly and restrict government's ability to extend health care provision to larger segments of the populace.

In the case of output-oriented (maximization) DEA model, efficient decision making units (in our case hospitals) must obtain a relative efficiency score of 1.00 for it to be considered as being on the frontier and, therefore, compared to others producing maximum feasible outputs from available resources (table 1: column 11 & 12). Relative efficiency scores greater than 1.00 indicate inefficiency in the operations of the facilities since more output can be produced from the same input bundle to attain the frontier. Put differently, proportional increase in the output profile of those hospitals can be achieved from current resources input deployed to the hospital. In a developing economy like Nigeria this represents a tragic loss of opportunity to improve the health conditions of more persons at virtually no

cost.

Expectedly, hospitals may not be expected to seek out for patients in attempt to expand their output profile. This derives from the proposition that health care is a rare service that people need but do not necessarily want (Berry and Bendapudi, 2007). However, situations as we have in table 1 have much implication for policy makers in a health resource of a developing economy like Nigeria. The need for managerial interventions in form of 'right sizing' the hospitals in line with their output profile, policies at improving access; input reduction and redeployment to some hospitals within the system is evident. The overall picture for the hospital system in table 1 indicates that hospitals that should have created value through staff time and expertise and the equipment deployed are troubled by gross inefficiency.

It is noteworthy that both output-oriented and input-oriented DEA models identified the same set of hospitals (table 1: columns 9, 10 11 & 12) as being efficient. However, the efficiency measures associated with inefficient firms (hospitals) may differ between the two methods (Coelli, et al, 2005)

Conclusions

Data envelopment Analysis methodology has proved a useful tool for performance management and for identifying efficient and inefficient hospitals including detecting the nature and sources of such inefficiency. This can tremendously assist government and policy makers in resource allocation in order to derive maximum impact from the scarce resources at government's disposal for the improvement of the welfare of the populace. In addition, there are the potential benefits of the methodology in assisting policy makers in quantifying targets improvement and the changes that are required to be made in resource acquisition, deployment and re-allocation within a health system while maintaining the levels of different services offered.

This article has attempted to simplify the principles underlying the non-parametric approach adopted by data envelopment analysis. Nevertheless, it will be of profit to point out some weaknesses of this approach. Data envelopment analysis is a deterministic technique and its result can be sample specific. In addition, relative efficiency scores derived from the model solution are sensitive to input and output specifications. Notwithstanding these weaknesses, the overriding strength of this methodological approach is in its ability to discriminate better than any other existing efficiency measurement techniques. It is simple and does not require difficult assumptions of functional form relating inputs to output. This strength is more relevant to public sector organisations in developing countries, particularly the Nigerian health sector where there is no known

production or cost function (Dyson, Allen, Camanho, Podinovski, Sarrico & Shale, 2001). Not only is the methodology suitable for identifying nature and source of performance weaknesses, it can be used for benchmarking and change implementations and the availability of several software packages for solving the seemingly complex and cumbersome equations has widened the applications.

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BIBLICAL AND SOCIETAL APPRAISAL OF DIVORCE AMONGST CHRISTIANS

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This paper provides a holistic view of the Biblical and Societal appraisal of Divorce among Christians, by reviewing the hard and soft factors that cause failure in Marriages, as well as, examine the perceived impact of Unsuccessful Marriages on divorce among married Christians in Babcock University, Ilishan-Remo, Ogun State, Nigeria. The empirical study was conducted via a survey, involving the administration of 120 questionnaires to Married Christian members of Babcock University, Ogun State, Nigeria. Using the framework from Khong and Mahendiran (2006), factors manifesting Divorce were hypothesized on the key factors manifesting unsuccessful marriages. However, the dataset from the samples underwent series of statistical analysis (reliability analysis, factor analysis and Hypothesis Testing). This study confirmed that unsuccessful marriages had significant association on divorce. In descending order of importance, this paper identifies Monotony of Sex and Sexual Incompatibility; Poor Communication; Unrealistic Expectations; Inadequate preparation/readiness for marriage; External Interference/In-laws problems; Cultural Differences; Personality Conflict; Unbiblical Objectives; Unpleasant habits: e.g. Gambling, Smoking, Drinking; Bad Food and Feeding schedules respectively, as the major causes of divorce in Babcock University community; hence, capable of leading to the dissolution of the bonds of matrimony between couples. The output of this research can be used by Christians and Nigerians alike, to optimize their management of divorce and Unsuccessful marriages. Nonetheless, to reduce divorce rate, Christians could control the various hard and soft factors that cause failure in Marriages. Recommendations were highlighted at the end of this report.

INTRODUCTION

In the research palace, marriage has increasingly become the focus of academic research within the past fifty years. Much of this research has attempted to unearth the contributing factors of unsuccessful marriages (Bachand & Caron, 2005; Hutchinson, 2007; Hetherington and Stanley-Hagan, 2005; Goode, 2006). There is a general consensus in the literature on the effects of an unsuccessful marriage and the negative impact it can have on families and children in particular, including declines in school performance, productivity, symptoms of depression for both parent and child, divorce and more aggressive behavior among children. Furthermore, despite the suggested benefits of marriage and the vast majority of people choosing to marry, about five percent of marriages in the Nigeria will end in divorce or unsuccessful, and nearly one tenth of those will fail within the first ten years (Gage-Brandon, 2005; **Solivetti, 2005**; Isiugo-Abanihe, 2008).

Objective of Study

The aim of this study was to provide a holistic view of the Biblical and Societal appraisal of Divorce among Christians, by reviewing the hard and soft factors that cause failure in marriages, as well as, examine the perceived impact of unsuccessful marriages on divorce among married Christians in Babcock University community. The paper was structured into five (5) sections. Section one (1) was the introduction; section two (2) was the literature review and empirical/theoretical framework, while section three (3) treats the methodology adopted in the study. Section four (4) depicted results and interpretation of findings, while section five (5) was the conclusion and recommendations.

LITERATURE REVIEW

Concept of Marriage

Marriage is a social union or legal contract between people that creates kinship; it is an institution in which interpersonal relationships, usually intimate and sexual, are acknowledged in a variety of ways, depending on the culture or subculture in which it is found-such a union, often formalized via a wedding ceremony, may also be called *matrimony* (Amato, 2010 and Wikipedia, 2010).

Concept of Divorce

On the other hand, **divorce** is the final termination of a marital union, cancelling the legal duties and responsibilities of marriage and dissolving the bonds of matrimony between the parties (Lyngstad and

Jalovaara, 2010). In most countries divorce requires the sanction of a court or other authority in a legal process; consequently, the legal process for divorce may also involve issues of spousal support, child custody, child support, distribution of property and division of debt (Liefborer and Dourleijn, 2006; Lyngstad and Jalovaara, 2010; Wikipedia, 2010). In most cases marital fault was the only ground for divorce, but mutual consent was always permissible, given that willing conspirators could allege and admit to marital fault. With “no-fault” divorce laws, divorce could be obtained upon mutual consent of the parties involved. Immediately after, or contemporaneously, unilateral divorce statutes could make it possible for one spouse to obtain a divorce without the consent of the other (Wolfers, 2006). However, there is also another effect, which has not received substantial attention so far, what could be called the “commitment” effect. If the cost of exiting marriage goes down one may choose to enter marriage more easily. Reduction in the cost of exiting marriage will make more people “attempt” a marriage match, especially those who plan parenting (Gabielli and Hoem 2010).

From the biblical point of view, marriage was designed to be a permanent institution; however, divorce and remarriage permitted on the sole ground of immorality; contrary to this, Jesus called remarriage after divorce adultery (Pelt, 2002). In other word, divorce is justified as the last resort, due to unfaithfulness, and the prevention of cruelty.

From the societal point of view too, Provisions are made for the possibility of escape route from marriage via divorce and separation. The penalties of divorce include alimony, asset sharing, social censure, and restricted access to children (Köstenberger, 2005). Despite the popular media's portrayal of the euphoric phase during courtship and the first years of marriage, research has consistently shown that marriage is not wholly made up of romance and idyllic love but a time to learn to communicate effectively, find ways to successfully resolve conflict, and find a balance between self and partnership (Kearns and Leonard, 2004). This can be made simpler by understanding the soft and hard factors that cause unsuccessful/ successful marriages.

KEY FACTORS MANIFESTING UNSUCCESSFUL MARRIAGE VS. DIVORCE

For the past fifty years, many researchers have studied marriage and the factors that contribute to unsuccessful/successful marriages, as well as the impact failed marriages have on society (Hutchinson, 2007; Hetherington and Stanley-Hagan, 2005; Goode, 2006). The majority of studies on marriage have looked at the risk factors related to divorce; while

there has been an increase of research that examines the characteristics of successful and stable marriages (Bachand and Caron, 2005). While identifying risk factors for divorce is important, it should not be expressly assumed that the opposite of those risk factors are protective factors for marriage. It has been shown that many factors are related to marriage dissolution, including women's increasing financial independence as their role in the labour market grows, family intrusion (Liefborer and Dourleijn 2006; Kuefler, 2007) and gender inequalities in wages gradually diminish; changes in gender roles (Liefborer and Dourleijn 2006); factors related to the parental home, including parental separation; personal characteristics, such as educational qualifications; religious attitudes (Kalmijn, M., de Graaf, P.M., and Janssen, J.P.G. 2005); the presence of one's own children; the duration of the union; the partners' age at union formation; the age gap between partners; the number of previous unions; and the place of residence and migration histories (Boyle, P.J., Kulu, H., Cooke, T., Gayle, V., and Mulder, C.H. 2008). In addition, other reasons why marriages may be unsuccessful are as follows: Rushing into marriage (Hetherington and Stanley-Hagan, 2005). All too often people will get married without taking ample time to get to know their partner. There are people who will get married to someone after knowing them for less than seven months. This is not enough time to decide whether you are truly interested in getting married to someone. After many of these couples get married they will realize that they are not compatible with each other and their marriage will end shortly thereafter. There are many people who will get married to their partner knowing that they have a serious problem (Hoem, J.M., Kostova, D., Jasilioniene, A., and Muresan, C., 2009). This problem can be an infidelity problem, drug problem, or an alcohol problem just to name a few. Getting married because of an accidental pregnancy and the age at which a person gets married is also believed to influence the likelihood of divorce; delaying marriage may provide more opportunity or experience in choosing a compatible partner (Amato, 2010). Recent research has also compared the relative influence of some of these factors across countries (Liefborer and Dourleijn 2006). A detailed review of the factors associated with separation and divorce is provided by Amato (2010) and Lyngstad and Jalovaara (2010). An additional factor that has generated considerable debate in the literature, and is becoming an increasingly common phenomenon, is the role of premarital cohabitation (Gabrielli and Hoem 2010; Thornton and Philipov, 2009). While some might imagine that premarital cohabitation would stabilise subsequent married unions, most of the literature suggests that it is in fact related to higher risks of marital dissolution. Various reasons for this empirical finding have been suggested, but one important factor that

has not usually been controlled for adequately is the role of *unobserved selection*.

Table 1: The perceptual measure of unsuccessful Marriages

Variable	Key factors manifesting unsuccessful marriages
A1	Unbiblical Objectives
A2	Inadequate preparation/readiness for marriage
A3	Incompatible Attitude
A4	External Interference/In-laws problems
A5	Religious Intolerance and Fanaticism
A6	Cultural Differences
A7	Monotony of Sex and Sexual Incompatibility
A8	Improper Financial management
A9	Bad Food and Feeding schedules
A10	Unpleasant habits: e.g. Gambling, Smoking, Drinking
A11	Extra-marital Sexual Activity
A12	House-Help Syndrome
A13	Poor Ill –Health management
A14	Educational Imbalance and Planning
A15	Joblessness
A16	Polygamous family
A17	Poor Communication
A18	Money Problem
A19	Poor Children upkeep
A20	Longer Time Apart
A21	Unbalanced Household Responsibilities
A22	Questionable Friends
A23	Irritating Habits
A24	Unrealistic Expectations
A25	Personality Conflict
A26	Workaholism

Those who cohabit prior to marriage may have different unmeasured characteristics compared to those who do not and, if true, selection effects may mask the positive role that premarital cohabitation plays in subsequent marital stability. While the majority of this research has focused on the deficits of failed marriages, recently some researchers have embraced the idea of examining the characteristics of marriages that do not fail, but are considered long-term and stable (Bachand & Caron, 2005; Kaslow & Hammerschmidt, 2006). This research has shown that long-term and stable marriages seem to carry friendship and love as top priorities, in addition to partners having similar interests and backgrounds and maintaining a strong commitment to the marriage (Bachand & Caron, 2005). Additional research has shown that married individuals are generally in better physical health, emotionally happier, live longer than individuals who are not married (Bee & Boyd, 2003) and they enjoy more economic stability (Popenoe & Whitehead, 2004). Based on the above discussion, and using the framework of Khong and Mahendiran, (2006), factors manifesting unsuccessful marriages are depicted in table 1.

The measure of Divorce

Based on the literatures reviewed, and using the framework from Khong and Mahendiran, (2006), the variables manifesting Divorce are depicted in table 2.

Table 2: The measure of Divorce

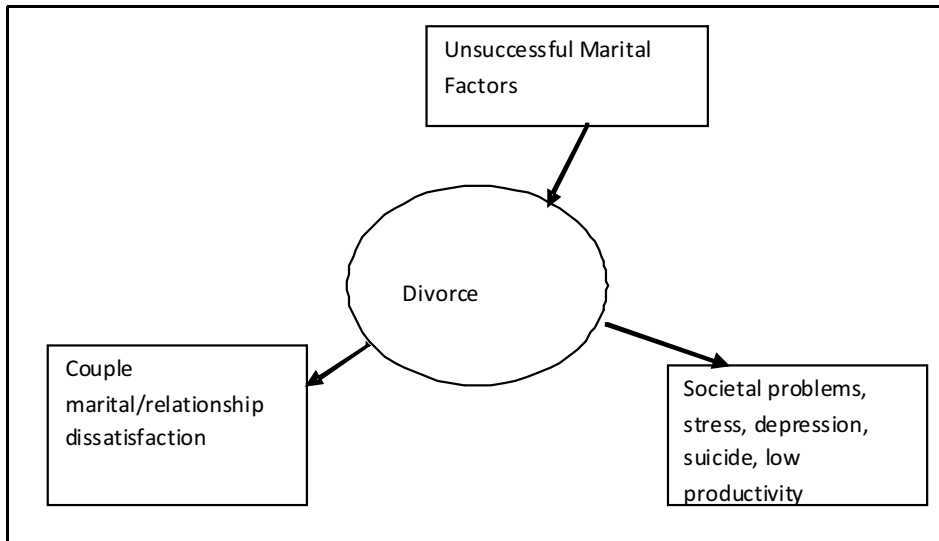
	Key factors manifesting Divorce
B1	Termination of a marital union
B2	Cancelling the legal duties and responsibilities of marriage
B3	Dissolving the bonds of matrimony between the parties

EMPIRICAL AND THEORETICAL FRAMEWORK

In this paper, as depicted in figure 1, an empirical framework was created to assess the impact of unsuccessful marital factors on Divorce. Unsuccessful marriages often manifest the various hard and soft factors that cause failures. These if not properly managed could degenerate into Couple marital/relationship dissatisfaction, and divorce can be the final outcome. Divorce on the other hand has its negative impacts on the society, which often manifest in form of marital stress, depression, suicide, low productivity. Researchers have also examined two competing theories used

to describe problems across the lifespan of marriage: the developmental theory of the “marital life cycle” and the systemic notion of homeostasis. The first theory is based on the developmental premise of the “marital life cycle” and how couples at varying stages of their marriage may experience a set of different problems.

Figure 1: Impact of an unsuccessful marital Factor on divorce



Source: Adapted from Richard & D'Vera, (2010)

Nichols and Pace-Nichols (2003) set forth four stages of the marital life cycle as follows: (1) The Beginning: Mating and Marriage; (2) the Early Years: Expanding the Base; (3) the Middle Years: Affirmation and Preparation; and (4) The Later Years: Consolidation and Celebration. Each stage is set with certain tasks to complete but because the stages are unique, each set of problems may be different. The core tasks for each stage include: commitment, caring, communication, conflict/compromise, and contract. Conversely, the systemic notion of homeostasis suggests that regardless of what stage of development a couple is experiencing, they will have a “consistent pattern of problems throughout their marriage” (Miller, R. B., Yorgason, J. B., Sandberg, J. G., & White, M. B., 2003). Miller et al. (2003) used both of these theories to guide their study, and concluded that communication difficulties were the number one reason the couples they studied were coming to therapy. Hence, respondents identified communication as one of the most common and steady problems for couples at the various stages in their relationship. Additionally, financial

matters, decision making, and emotional intimacy were also problem areas for many of these couples. These results seem to support the homeostasis theory, which posits that problems remain constant through the different stages of the marital cycle (Miller et al., 2003). Using the family developmental theory (e.g. getting married, becoming parents, empty nest, and retirement) Storaasli and Markman (2004) conducted a longitudinal study, and the findings suggest that problems do change throughout the development of the relationship as three major problem areas were identified: communication, sex, and recreation. These problems showed significant increases in intensity from pre-marriage to early parenting. Furthermore, as the couples had more time together, there was a significant decrease in what the authors termed “exterior” problems that affect couples during the early time they are forming their union, such as boundary setting with relatives, balancing time between family and friends, and religious differences (Storaasli and Markman, 2004); whereas, when couples begin to feel more secure in their relationship, their attention seems to shift towards “internal” problems, or problems within the relationship, such as issues surrounding sex. Contrary to the findings of Miller et al. (2003), these results support the family developmental theory and suggest that couples in different stages of their development have certain demands and tasks pertaining to that stage that increase the likelihood for particular problems (Storaasli and Markman, 2004). One interesting finding was that while the intensity surrounding money decreased throughout the different stages, it nonetheless remained an intense and stable problem for the majority of the couples. However, since the purpose of this study is to examine the perceived impact of unsuccessful marriages on divorce, it is expected that the former (unsuccessful marriage) will lead to divorce.

RESEARCH METHOD

The survey was conducted, via the administration of 120 questionnaires, using random sampling method, on married Christians amongst members of staff and postgraduate students of Babcock University, Ilishan-Remo, Ogun State, Nigeria. In the questionnaire, participants were asked to answer two important sections; one with regards to unsuccessful marriages and the other to divorce. In unsuccessful Marriage, they were asked to rate the degree of usefulness of 26 variables (table 1) given their own appraisal/ experience; in Divorce, they were asked to rate 3 variables (table 2) in relation to their marital experience and perception of marriage and divorce issues. Each of the variables contains questions; with the rating based on an interval scale from 1 to 10, where 1 is “strongly disagree” while 10 is “strongly agree”. In all, 110 questionnaires

out of the returned 120 questionnaires were analysed. 10 questionnaires were omitted due to wrong ratings and omission of important variables by respondents. However, an appropriate statistical procedure was subsequently formulated using the methodologies recommended by Khong (2005) and Khong and Mahendiran (2006). From the formulated methodologies, causal relationship between key failure drivers of Marriage and its impact on Divorce were to be established in sequential order, the recommended methodologies are: Reliability analysis, Factor analysis, and hypothesis testing.

RESULTS AND DISCUSSION OF FINDINGS

Reliability Analysis

Reliability is the “extent to which a variable or set of variables is consistent in what it is intended to measure” (Hair et al., 1998). Reliability analysis is conducted in order to measure the internal consistency of variables, measured by interval scale items, in a summated scale. In this paper, the summated scales are unsuccessful Marriages and Divorce. The result of reliability analysis using SPSS, a statistical software package, are shown in Table 3-5. Their Cronbach's “ α ” is above the 0.7 threshold. This indicates that the survey instrument (questionnaire) can be a reliable tool to measure the two concepts (unsuccessful marriages and divorce) consistently. The analytical process is based on a matrix of correlations between the variables. To test the appropriateness of the factor model, Bartlett's test of sphericity was used to test that the variables are uncorrelated in the population (Malhotra, 2007; Khong and Mahendiran, 2006), that is, the population correlation matrix is an identity matrix (in an identity matrix, all the diagonal terms are 1, and all off-diagonal terms are 0). Using SPSS, the robustness of Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy (0.547); and for the Bartlett's test of sphericity to rejects the fact that the population correlation matrix is an identity matrix, while the approximate chi-square statistics is significant at 644.447 with 406 degrees of freedom, which is significant at the 0.05 level. Thus, factor analysis may be considered an appropriate technique for analyzing the correlation matrix.

Table 3: Result of reliability analysis for unsuccessful marriages

Variable	Key manifesting factors unsuccessful marriages	Corrected item-total correlation	Cronbach's alpha (α) If item deleted
A1	Unbiblical Objectives	0.719	0.814
A2	Inadequate preparation/readiness for marriage	0.764	0.842
A3	Incompatible Attitude	0.619	Omitted
A4	External Interference/In-laws problems	0.776	0.839
A5	Religious Intolerance and Fanaticism	0.749	Omitted
A6	Cultural Differences	0.788	0.829
A7	Monotony of Sex and Sexual Incompatibility	0.864	0.904
A8	Improper Financial management	0.781	Omitted
A9	Bad Food and Feeding schedules	0.719	0.784
A10	Unpleasant habits: e.g. Gambling, Smoking, Drinking	0.746	0.812
A11	Extra-marital Sexual Activity	0.698	Omitted
A12	House-Help Syndrome	0.771	Omitted
A13	Poor Ill –Health management	0.713	Omitted
A14	Educational Imbalance and Planning	0.539	Omitted
A15	Joblessness	0.640	Omitted
A16	Polygamous family	0.677	Omitted
A17	Poor Communication	0.820	0.887
A18	Money Problem	0.700	Omitted
A19	Poor Children upkeep	0.638	Omitted
A20	Longer Time Apart	0.683	Omitted
A21	Unbalanced Household Responsibilities	0.645	Omitted
A22	Questionable Friends	0.664	Omitted

Note: Variables A3,A5,A8,A11,A12, A13, A14, A15, A16, A18, A19, A20, A21, A22,A23 and A26 were omitted from further analysis; The extraction method is principal component analysis.

Table 4: Result of reliability analysis for Divorce

Variables	Key factors manifesting Divorce	Corrected item-total correlation	Cronbach's alpha (α) If item deleted
B1	Termination of a marital union	0.630	omitted
B2	Cancelling the legal duties and responsibilities of marriage	0.551	Omitted
B3	Dissolving the bonds of matrimony between the parties	0.714	0.772

Note: Variables B1 and B2 were omitted from further analysis; The extraction method is principal component analysis.

Table 5: Reliability internal consistency test (Cronbach's alpha)

Concetp/ Construct	Cronbach's ' α '	Recommended Cronbach's α
unsuccessful marriages	0.842	0.7 or above threshold
Divorce	0.772	

Table 6: The ranking derived from the extent of variables manifesting unsuccessful marriage and Divorce

Variables	Construct A	Construct B	Rank
<u>unsuccessful marriages</u>			
	0.904		Rank 1
A7	0.887		Rank 2
A17	0.878		Rank 3
A24	0.842		Rank 4
A2	0.839		Rank 5
A4	0.829		Rank 6
A6	0.828		Rank 7
A25	0.814		Rank 8
A1	0.812		Rank 9
A10	0.784		Rank10
A9			
<u>Divorce</u>			
B3		0.772	

Factor Analysis

This analysis is used to reduce numerous variables to a more manageable set of factors, and no constraints are made on the variable loadings; hence, the purpose of factor analysis, in this study, was to reduce the 29 variables, of which 26 were manifesting unsuccessful marriages and 3 manifesting divorce, to a more manageable set of factors (Khong and Mahendiran, 2006; Aaker and Day, 1986). The results of this factor analysis, with the assumption of extracting via principal components method and rotating via varimax, are shown in tables 3-4. Bearing in mind that, although the initial or unrotated factor matrix indicates the relationship between the factors and individual variables, it seldom results in factors that can be interpreted, because the factors are correlated with many variables; in addition, the rotation method used in this analysis was the verimax procedure, which is an orthogonal method of rotation that minimizes the number of variables with high loadings on a factor, thereby enhancing the interpretability of the factors (Malhotra, 2007). In order to define which factors determine the unsuccessful marital measures/factors and divorce,

confirmatory factor analysis method was used; and it is common that variables with high factor loadings will be assigned to describe the respective factors, while variables that have low loadings on respective factors are constrained to zero (Khong and Mahendiran, 2006; Hair et al., 1998). Given a suggestion by Carmines and Zeller (1979) that, the acceptable threshold for factor loadings is 0.7 or above; variables with 0.7 and above factor loadings will be assigned to manifest the respective constructs, while variables with lower factor loadings will be constrained to zero (Khong and Mahendiran, 2006; Hair et al., 1998)

Hypothesis testing

The aim of this paper was to examine the impacts of unsuccessful marriages on divorce in Babcock University community. In order to examine the relationship, the following hypotheses were set.

H₀. Unsuccessful marriage has no significant effects on divorce ($y = 0$).

H₁. Unsuccessful marriage has significant effects on divorce ($y \neq 0$).

Table 7: Testing the Hypothesis

Construct association	' α ' level	p-value	Significant (yes/no)	Hypothesis
(Unsuccessful marriages with Divorce)	0.05	0.000	Yes	Reject H ₀ Accept H ₁

Note: α level denotes significant level

Interpretation

Based on the empirical results (using SPSS) in Table 7, it was observed that the exogenous construct (unsuccessful marriage) has a negative and significant association with the endogenous construct (divorce). Thus there was sufficient evidence to conclude that unsuccessful marital factors had negative effects on divorce in Babcock University (do not reject H₁). The final step in factor analysis involves the determination of model fit. The differences between the observed correlations (as given in the input correlation matrix) and the reproduced correlations (as estimated from the factor matrix) was examined to determine model fit; these differences are called residuals, and since in this analysis, there were few large residuals (150 or 36% non redundant residuals with absolute values greater than 0.05), hence, the factor model provided a good fit to the data

(Khong and Mahendiran, 2006; **Malhotra, 2007**).

Discussion of Findings

Findings based on the survey revealed that unsuccessful marriage can negatively affect divorce. Results further suggests the negative influence of unsuccessful marriages on divorce (p -value= 0.000). However, not all of the manifesting variables in unsuccessful marriages were negatively affecting divorce; referring to Tables 3, Variables A3, A5, A8, A11, A12, A13, A14, A15, A16, A18, A19, A20, A21, A22, A23 and A26 were omitted from further analyses due to the setting of 0.7 threshold. In short, based on the dataset, there was insufficient evidence that these sixteen (16) variables had statistically significant effect on divorce; therefore, the factor should maintain the fundamental nature of unsuccessful marriages. However, the remaining ten variables manifesting unsuccessful marriages were subsequently ranked according to their importance in the construct. Hence, the following variables, in order of importance, were deemed to be the major cause of divorce in Babcock University: A7, A17, A24, A2, A4, A6, A25, A1, A10 and finally A9 (Monotony of Sex and Sexual Incompatibility; Poor Communication; Unrealistic Expectations; Inadequate preparation/readiness for marriage; External Interference/In-laws problems; Cultural Differences; Personality Conflict; Unbiblical Objectives; Unpleasant habits: e.g. Gambling, Smoking, Drinking; Bad Food and Feeding schedules respectively). Referring to the factor analysis in Table 4 and 6, only one manifesting variables of divorce were retained, i.e. B3. This variable refers to dissolving the bonds of matrimony between the parties. In summary, it is pervasive that unsuccessful marriages should result in divorce.

CONCLUSION AND RECOMMENDATIONS

Conclusion

In this paper, an empirical framework was created to provide a holistic view of unsuccessful marital factors, as well as, examines the perceived effects of unsuccessful marriages on divorce at Babcock University, Ilishan-Remo, Ogun State, Nigeria. In descending order of importance, this paper identifies Monotony of Sex and Sexual Incompatibility; Poor Communication; Unrealistic Expectations; Inadequate preparation/readiness for marriage; External Interference/In-laws problems; Cultural Differences; Personality Conflict; Unbiblical Objectives; Unpleasant habits: e.g. Gambling, Smoking, Drinking; Bad Food and Feeding schedules respectively, as the major causes of divorce in Babcock University community. Hence, respondents identified sexual

incompatibility, poor communication and unrealistic expectations as the first three most common and steady problems for couples at the various stages in their relationship.

These results seem to support the homeostasis theory, which posits that problems remain constant through the different stages of the marital cycle. The paper also associated the effects of unsuccessful marriages on the dissolution of the bonds of matrimony between the parties. However, since the paper is exploratory in nature, in an empirical manner, a second phase of this research can entail the impact of unsuccessful marriages on employee performance and job commitment. The modeling framework will be more complex.

RECOMMENDATIONS

Since a society is composed of families from different homes world-wide, hence, the well-being of the world and all its activities, depend upon the homes, as depicted by the actions and inactions of its members; the atmosphere surrounding the home should be a place where faithfulness, obedience, affections, togetherness, love, sympathy, courtesy, mutual understandings and God dictates are cultivated among members (Köstenberger, 2005; White, 1952).

Based on the findings of this research, it is safe to say that majority of couples will experience some level of disagreement and difficulty throughout the course of their marriage. That notwithstanding, disagreement and difficulty could be prevented from degenerating into divorce if the following recommendations are upheld: In order to enjoy a Happy Marriage, those who are contemplating marriage must make it a subject of serious, earnest reflection now; great care, and God's direction, should be taken by Christian youth in the formation of friendships and in the choice of companions, which should be such as best to secure physical, mental, and spiritual well-being for parents and for their children; both parties should accept as a life companion only one who possesses pure, manly traits of character, one who is diligent, aspiring, and honest (Muszynska and Kulu, 2007; Amato, 2010; White, 1952). Similarities attract Interests, Values and Tastes. Attitudes and beliefs should be in harmony.

In marriages and relationships, similarities are necessary in attitudes toward Money, Children, Sex, religion, Political and Social Issues, Spiritual areas. The sexual intimacy must be balanced, fun and adventurous, while the personality of both couple must be compatible, through regular upgrading of knowledge and skills, as well as, maintaining a balanced spiritual, mental, physical, social and political life together. Although inability or reluctance of couples to communicate has been described, by

experts, as one of the most serious problems in marriage and a prime cause of divorce, these negative consequences can be minimize when a couple can effectively utilize the fundamentals involved in speaking and listening, resolve conflicts through constructive methods, and ultimately, by spending time in sharing intimate feelings; they must be perfectly in tune with another in understanding, depth, and emotional satisfaction, while Lack of sensitivity, second-guessing, silence, ridiculing and embarrassment in their dealing should be discouraged; the Wisdom of Age and Experience is highly needed too, while matured Judgment of Parents Should not be ignored (Köstenberger, 2005; White, 1952).

Regular Church attendance together is another important ingredient of a successful marriage; researches have shown that, couples who do not worship together often experience trouble in their marriage than do couples who worship together; this is likely due to the conflict engendered over religious issues, most significantly, the four major conflicts to be guided against are: conflict over which religion the children will follow, conflict over attendance at worship services, conflicts over interference from in-laws, and conflict over the number or spacing of children (Bachand & Caron, 2005; Pelt, 2002).

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APPLICABILITY OF EXTANT PERSUASION THEORIES TO THE MARKETING OF GOVERNMENT POLICIES IN NIGERIA - THE N5,000 NOTE DEBACLE

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Omolayo Jegede

An attempt by the government of Nigeria to introduce a single N5, 000 note in 2012 ran into waterloo as a coordinated campaign of resistance by the Nigerian public exposed the incapacity of public policy makers to tap into a plethora of theoretical advances in strategic communication. In this article, the authors examine how deference to the theses of four time-tested theories of communication would have probably made the difference between success and failure. The submission was that the use of persuasion theories like cognitive dissonance, two-step flow, balance and elaboration likelihood would have probably facilitated the successful marketing of the idea.

INTRODUCTION

On Tuesday, September, 11, 2012, the front page of *The Punch* Newspaper featured the grimaced faces of many angry Nigerians carrying a mock coffin and placards with varying inscription showing their indignation against the proposed plan by the Central Bank of Nigeria (CBN) to introduce N5,000 note in Nigeria in 2013. The question that agitated the minds of most Nigerians as captured by various mass media reports that trail the proclamation was whether the planned introduction represented the timely antidote to the manifold economic challenges besetting the economy.

It is worthy to note that Nigeria had witnessed many currency changes under different leaders, each attended by what can be relatively described as feeble criticisms by the community of economic elites. The last was under the leadership of former President Olusegun Obasanjo when the current single N1, 000 note was introduced. Even though that exercise was greeted with opposition, when compared to the strident outcry that trail the announcement of the planned introduction of the N5,000 denomination, the eventual successful adoption and wide acceptance of the N1,000 note makes the marketing programme deployed behind the idea appear magical. That the proposal to inject N5, 000 note into circulation met with

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unprecedented display of public resistance as shown by an extra-ordinary display of coordinated street protests, picketing of public buildings and a sophisticated media campaign is not only a tribute to many years of agitation for democracy and human rights but also a manifestation of the dismal inability of public policy makers to rightly read the mood of the time. When *The Punch* newspaper in a banner headline and other newspapers broke the news that the government had capitulated and President Goodluck Jonathan had bowed to pressure from Nigerians to stop the proposed introduction of the N5,000 note “based on the need for more enlightenment and consultation”(The Punch September 21, 2012: pg. 2), the underlining reason(s) behind the refusal of Nigerians to buy into the proposal was finally given legitimacy by the government. This immediately throws up some questions: what level of scientific enquiry went into the entire idea and pronouncement? What type of communication strategy is adopted by Nigerian government? What role can persuasion theories play in ensuring well-packaged, relationship oriented messages that will ensure the success of subsequent policies in Nigeria?

A critical appraisal of the government's approach shows that it was bereft of 'strategic communication' which Robinson (2009:1) while quoting Richard (2007) describes as “a way of persuading other people to accept one's ideas, policies or courses of action.” In his insightful paper on “mass media theory, leveraging relationships, and reliable strategic communication effects,” Robinson examined nine theories: the first three apply to “message-centric communication” while four focus on relationship, intending to show how “relationship-centric communication” can achieve more reliable effects. The last two demonstrated “that there is no such thing as a relationship 'magic bullet' that will always achieve desired effects.” In a nutshell, his exposition further substantiated the time-tested thesis that communication is a reciprocal act.

In this paper, four persuasion theories are engaged to show the possible effects that would have been achieved if Nigeria government can employ these persuasion theories which focus on the need to involve all stakeholders from the on-set of policy formulation. It is important to note as Robinson also eventually pointed out that both the “message-centric” and “relationship-centric” approaches should be combined to achieve the effect a persuader expects from the persuadee which in this paper are the policy makers in Nigeria and their fellow Nigerians respectively.

PERSUASION THEORIES

How did persuasion theories begin? It certainly has its roots in mass communication theories and theories from other fields. One cannot

therefore, talk of persuasion theories without first talking about theories of mass communication in general. Communication Theory has been defined in many ways by different authors. Littlejohn and Foss (2008) say theories provide a set of useful tool for seeing the everyday processes and experiences of communication through new lenses. Borchers (2002) while quoting Griffin (2000) on the functions of the theory of mass communication opines that theories should explain data, predict future events, express ideas in a simple manner, identify testable hypotheses and be useful; adding that theories explain why events happen as they do. Hoover (1984: 38) defines theory as *“a set of inter-related propositions that suggest why events occur in the manner that they do”*. Foss, Foss and Griffin (1999: 8) define theory as, *“a way of framing an experience or eventan effort to understand and account for something and the way it functions in the world”*.(http://en.wikibooks.org/wiki/Survey_of_Communication_Study/Chapter_5-Communication_Theory)

Persuasion is a conscious attempt to change someone's beliefs and attitude through the use of messages and symbols. Olson and Zanna (1993:135) in Anaeto, Onabajo and Osifeso (2008), define persuasion as “attitude change resulting from exposure to information from others.” This paper will examine persuasion theories and how, when effectively engaged for campaigns can become useful instrument of persuasion in the hands of the persuader. Four Theories would be examined here:

1. Cognitive Dissonance Theory
2. Two-step Flow Theory
3. Balance Theory
4. Elaboration Likelihood Theory

Cognitive Dissonance Theory: Cognitive dissonance theory was developed by Leon Festinger in 1957. Anaeto, Onabajo and Osifeso (2008) believe that cognitive dissonance theory is an attitude theory. Festinger, Riecken, and Schachter (1956) in their opinion of the cognitive dissonance theory, described feeling of imbalance as cognitive dissonance which is also a feeling people have when they find themselves doing things that do not fit with what they know, or having opinions that do not fit with other opinions they hold. This concept is the hub of Festinger's cognitive dissonance theory, a theory that argues that because dissonance is an uncomfortable feeling, people are motivated to take steps to reduce it. Borchers (2002) says cognitive dissonance theory, developed by Leon Festinger (1957) proposes that individuals seek balance, or consistency, in their lives. This dissonance produces discomfort and, correspondingly, there will be pressures to reduce or eliminate the dissonance. Attempts to reduce dissonance represent the

observable manifestations that dissonance exists. Such attempts may take any or all of three forms. The person may try to change one or more of the beliefs, opinions, or behaviors involved in the dissonance; to acquire new information or beliefs that will increase the existing consonance and thus cause the total dissonance to be reduced; or to forget or reduce the importance of those cognitions that are in a dissonant relationship. Leon Festinger, Henry W. Riecken, and Stanley Schachter, *When Prophecy Fails*, (New York: Harper and Row, 1956), (p. 25-26).

Assumptions of the Theory:

Assumptions of Cognitive Dissonance Theory as identified by Richard et al (2004) are

1. Human beings desire consistency in their cognitions.
2. Dissonance is created by psychological inconsistencies
3. Dissonance is an aversive state that drives people to actions with measurable effects.
4. Dissonance motivates efforts to achieve consonance and efforts towards dissonance reduction.

Richard et al (2004) further posits that the first assumption of Cognitive Dissonance Theory is concerned with stability and consistency. To them (Richard et al (2004), Cognitive Dissonance Theory suggests that people do not enjoy inconsistencies in their thoughts and belief. Instead, they seek consistency. The second assumption of Cognitive Dissonance Theory explains the kind of consistency that is important to people. It further states that cognition must be psychologically inconsistent with one another to arouse cognitive dissonance. Also, the third assumption of the theory as opined by Richard et al (2004) suggests that when people experience psychological inconsistencies, the dissonance that is created is aversive. Thus people do not enjoy being in a state of dissonance; it is an uncomfortable state. The theory finally assumes that the arousal generated by dissonance will motivate people to avoid situations that create inconsistencies and strive toward situations that restore consistency.

The economic experience of Nigerians has taught them that high note currencies are inflationary and only serve the interest of the economic elites. The lower denomination notes to be converted to coins will trigger rejection by traders who will not want to be burdened with the problem of carrying heavy metals around. The attendant problems will only push the prices of petty items outside the range of these lower denominations and beyond the reach of the poor. Thus the naira will eventually weaken the economy it is meant to serve and strengthen. The dissonance that this

created in the minds of Nigerians made them vehemently reject the new N5,000 note.

Balance Theory: It was proposed by Fritz Heider and Theodore Newcomb in 1946. As Anaeto, Onabajo and Osifeso (2008) note, the cognitive balance theory postulates that people tend to judge the value of persuasive messages according to how those messages blend into their personal cognitive pattern, or system of understanding. This means that they derive value from, or accept, messages that remind them of something they already know. Also, Balance theory proposes that there are three ways in which a person can feel balance. First the source and receiver can both dislike something and at the same time like each other, so they experience comfort and balance. Second, the source and receiver can have a positive attitude toward an object or idea and display positive feelings toward one another, therefore experiencing comfort and balance. Third, the source and the receiver can disagree about an idea or object and also dislike each other, therefore experiencing comfort because they know that they disagree about the values of certain objects or ideas. While corroborating these assumptions, Anaeto et al (2008) further list the following assumptions/principles of the theory:

1. The thrust of this theory is that people tend to evaluate persuasive messages according to how these messages fit or fail to fit into their own cognitive (meaning) pattern.
2. A message that fits into the receiver's cognition pattern ensures a balance in his state of mind while one that does not fit causes internal inconsistency.
3. A receiver who holds a mild opinion on a pertinent topic may change his attitude towards the topic, whereas a receiver who holds a strong opinion on the topic is more likely to change his attitude towards the source.

The first assumption of this theory emphasizes the reason why the introduction of the N5,000 naira note failed in Nigeria. Nigerians seem to be engrossed with other issues ranging from poor economic condition to insecurity in the nation. Introduction of N5000 note at the time it came seemed to be in dissonance with the people's cognitive pattern because to them, the project was ill timed. Advocates of the introduction of new naira note would not have embarked on a failed project if the tenets of this persuasive theory had been put into consideration.

The Two-Step Flow Theory

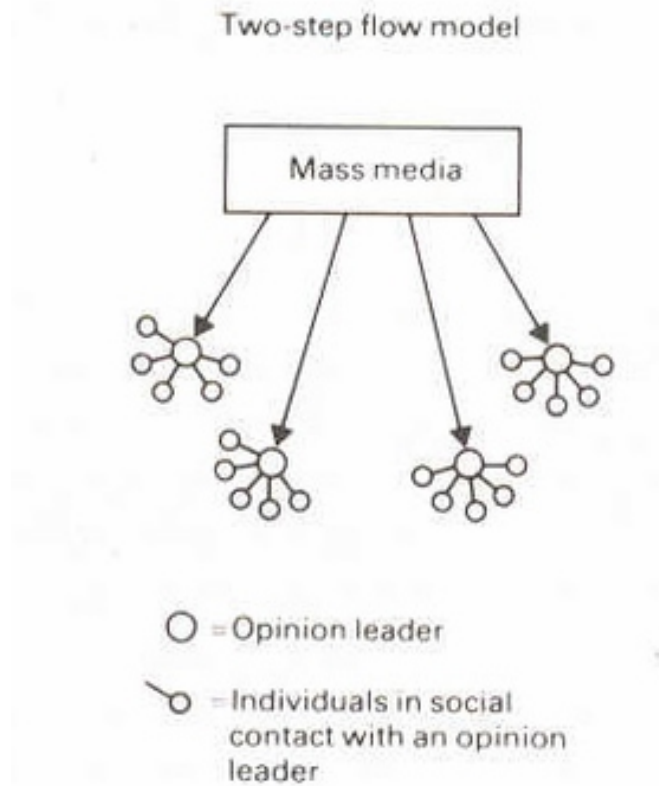
The two-step flow of communication theory was first introduced by Paul Lazarsfeld, Bernard Berelson, and Hazel Gaudet in *The People's Choice*, a 1944 study focused on the process of decision-making during a Presidential election campaign. These researchers expected to find empirical support for the direct influence of media messages on voting intentions. They were surprised to discover, however, that informal, personal contacts were mentioned far more frequently than exposure to radio or newspaper as sources of influence on voting behavior. Armed with this data, Katz and Lazarsfeld developed the two-step flow theory of mass communication.

The authors of this theory, according to (Borchers 2002) found that media played a minimal role in voters' decisions. Primarily, social and interpersonal factors played a more persuasive role with voters than did the media.

Core Assumptions of Two-Step Flow Theory

This theory asserts that information from the media moves in two distinct stages. First, individuals (opinion leaders) who pay close attention to the mass media and its messages receive the information. Opinion leaders pass on their own interpretations in addition to the actual media content. The term 'personal influence' was coined to refer to the process intervening between the media's direct message and the audience's ultimate reaction to that message. Opinion leaders are quite influential in getting people to change their attitudes and behaviors and are quite similar to those they influence. The two-step flow theory has improved our understanding of how the mass media influence decision making. The theory refined the ability to predict the influence of media messages on audience behavior, and it helped explain why certain media campaigns may have failed to alter audience attitudes and behavior.

Conceptual Model



Source: Katz & Lazarsfeld (1955)

(http://www.utwente.nl/cw/theorieenoverzicht/Theory%20clusters/Mass%20Media/Two_Step_Flow_TTheory-1.doc/) (Accessed on 9th Jul 2010)

In the introduction of N5,00 note, the government failed to employ the tenets of the two-step flow theory. If the two step flow theory had been used, it would have opened the eyes of the government to the need to enlist the understanding and cooperation of the relevant stakeholders who would have assisted to convincingly market the new policy. In every community for instance, there are opinion leaders whose voices their people would always want to listen to; these, if carried along in the proposed introduction of the N5,000 note would have assisted greatly in disseminating the message to members of their communities. In the same vein the musicians, the artists, the lecturers in our institutions of higher learning would have used their artistic and intellectual prowess respectively to hand down the policy to the

people in their world. Also, the government would have enlisted the traditional leaders, voluntary associations' leaders that have the credibility of convincingly marketing the proposed policy

The Elaboration-Likelihood Theory: Social psychologists, Richard Petty and John Cacioppo developed elaboration-likelihood theory in 1986. It is essentially a persuasion theory because it tries to predict when and how you will and will not be persuaded by a message. (Littlejohn et al 2008). This in effect means that the likelihood of elaboration depends on the way you process a message. (Littlejohn 2008). Borchers (2002) while quoting Petty and Cacioppo (1986) writes that individuals process information through one or two routes depending on the type of message they are processing. Central-route processing requires “careful and thoughtful consideration of the true merits of the information presented.” Individuals therefore process logical, content-based messages through the central route. (Borchers 2002).

Littlejohn (2008:74) further states that *“when information is processed through the central route, you actively think about and weigh it against what you already know; you consider arguments carefully. If your attitude changes, it is apt to be a relatively enduring change that will probably affect how you actually behave. When you process information through the peripheral route, you are much less critical. Any resulting change is probably temporary and may have less effect on how you act.”*

Anaeto et al (2008) identified two important factors in leading the receiver to have either favourable or unfavourable thoughts. The first, according to Anaeto et al (2008), is the agreement between the receiver's initial position and the recommended position. If the message of the persuader is in conformity with the position of the persuadee on the subject, the persuadee is likely to be easily persuaded. The second factor is the strength of the argument. The stronger or more carefully defined the argument, the more likely it is that the receiver will be favourably disposed to the message (Anaeto et al 2008). The Central Bank of Nigeria (CBN) management convinced of the potentially positive effect of the measure should have segmented the public into two those who agree and those who disagree. With this, it would have been easy to design suitable communication for both based on their predisposition to the measure.

This work examines how theories of persuasion can be used by policy makers in Nigeria to involve people of Nigeria in their policy making process so much so that everybody would be carried along and the policies can be seen as belonging to everybody in Nigeria rather than one made by some

extant rulers.

In a study on Mass Media Theory, leveraging relationships, and reliable strategic communication effects Robinson John R. of the United States Army emphasise that the emphasis on messaging is not new or innovative. He recalls that since the dawn of modern mass media, national leaders have worked to capture its power and employ it to their advantage with large populations; this is because participation is an empowering process. He further quotes Severin and Tandard (2001) as saying that the intense propaganda campaigns of the early 20th century show how past governments and militaries have used both truthful and sometimes twisted information in order to vilify enemies and mobilise publics in support of a national cause. Nigerian government seem to still believe in the assumptions of the hypodermic needle theory that media messages constitute a powerful stimulus capable of provoking immediate and predictable reactions in the audience (Anaeto et al 1998). However, media researchers over the years have doubted the direct effect of media messages on the audience without the intervention of other variables. This explains the work of the proponents of the one-step flow theory (Harold Lasswell), Two-step flow theory (Lazarsfeld, Berelson and Gaudet; 1940) and of course the Multi-step flow theory (Katz and Lazarsfeld 1955) in Anaeto et al (1998). No matter how carefully packaged a message is, people respond differently to it while some people may not respond at all. That is why Robinson John R. believes that strategic communication should involve relationship. He gave as examples that families respond to Patriarchs and Matriarchs, congregation respond to Pastors and teens to peers. It is therefore important that if the aim of the Nigerian government is to make policies that would be embraced by all, serious consideration must be given to persuasion as part of every campaign. The diagram below illustrates how things work in a strategic communication situation.

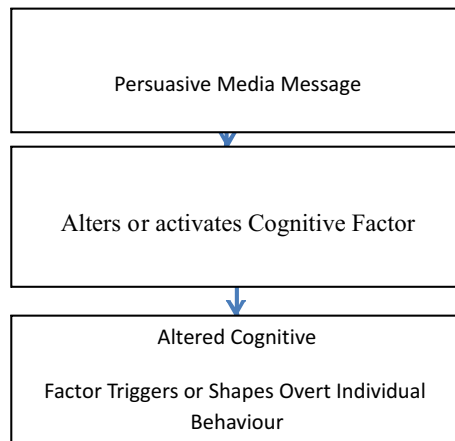


Fig 1. Psychodermic Persuasion Strategy (Learn-Feel-Do). Source: Melvin L. DeFleur and Ball Rokeach, *Theories of Mass Communication* (White Plain NY: Longman, 1989: 279). Used in Mass Media Theory, leveraging relationships, and reliable strategic communication effects by Robinson John R. of the United States Army (n.d)

http://www.au.af.mil/au/awc/awcgate/army-usawc/info_as_power_v3-robinson.pdf Accessed on Monday 10th September, 2012

As shown in figure 1, the proponents of strategic communication presume that it works in much the same way as the hypodermic needle theory of mass communication. It does not take into cognisance other intervening variables like cultural background, opinion group, religious background and even educational attainment of the audience. . Another theory worthy of mention at this point is Elaboration-Likelihood Model which postulates that human beings process messages through two different routes. Messages processed and accepted through peripheral route have been noticed to be short termed. This goes to explain Robinson's position on "Meaning Construction Persuasion Strategy" which advertisers use from time to time. People experience this strategy every day in form of catchy advertising slogans and symbols that signal memory responses as to the real meaning behind words. (Robinson 2009) no matter the efforts put-in, in packaging the message here, it may not also achieve the desired response from the persuadee because it's focus is mainly on the message not the receiver. This can also be diagrammatically represented below:

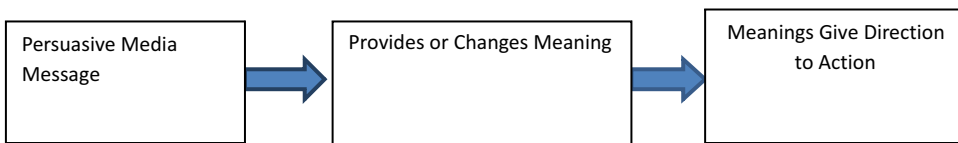


Figure 2: The Meaning Construction Persuasion Strategy. Source Dennis McQuail, *McQuail's Mass Communication Theory*, (London: Sage Publications, Ltd., 2005) 476 in Mass Media Theory, leveraging relationships, and reliable strategic communication effects by Robinson John R. of the United States Army (n.d)

http://www.au.af.mil/au/awc/awcgate/army-usawc/info_as_power_v3-robinson.pdf Accessed on Tuesday 25th September, 2012

Effect from relationship-centric communication as opined by Robinson (2009) which Adebola (2012) call involvement of Public Relations and Advertising efforts at rebranding a nation, is long lasting. Although there is no message that has "Magic Bullet" in itself, the theories engaged in this study highlight the potential effects of a message when the

theses of those theories are properly applied by the policy makers. First, cognitive dissonance theory proposes that human beings seek balance or consistency in their lives Borchers (2002). Festinger (1957) in Borchers (2002) associates dissonance with hunger, when we are hungry, we seek food. Festinger further explains that there are several ways we reduce dissonance as human beings and that dissonance is an uncomfortable state. Persuaders, therefore seek to disrupt the balance in our lives and then offer a way to restore the balance Borchers (2002). In the case of Nigeria, we say then that the introduction of a N5,000 in the midst of Boko Haram insurgency created dissonance in the minds of Nigerians which could have been resolved if the persuaders, in this case, the Presidency and the Central Bank of Nigeria had carried Nigerians along in their plans and explained the benefits of having a N5,000 note which might include provision of economic security.

While writing on the role of Advertising and Public Relations in correcting Nigeria image, Adebola (2012) argue that all the attempts by the Federal Government of Nigeria to re-brand the nation's image which include the Heart of Africa Campaign, failed because of the following parameters which were not properly put in perspective:

1. No image analysis
2. Stakeholders were not involved in the development of the brand
3. No coordination for the Heart of Africa Campaign
4. Low involvement of public relations, advertising and media practitioners
5. Lack of confidence in the economic, political and social reforms.

The second point raised by Adebola (2012) becomes relevant here as Nigerians were not informed of the proposed plan to introduce the N5,000 naira note thereby working on their psyche so as to be able to deal with their dissonance adequately. Related to Cognitive dissonance theory are the Harmony and Balance Theory and The Two-Step Flow Theory which “assert that people gravitate towards information they already know”. Put differently, members of audience do not want to be confronted by a message that will tamper with their established way of thinking, therefore they go along with significant people in their lives. Like in the Two-Step Flow theory the influence of the opinion leaders can not be underestimated as they shape and influence the opinions of other people who believe in them. This is represented diagrammatically below:

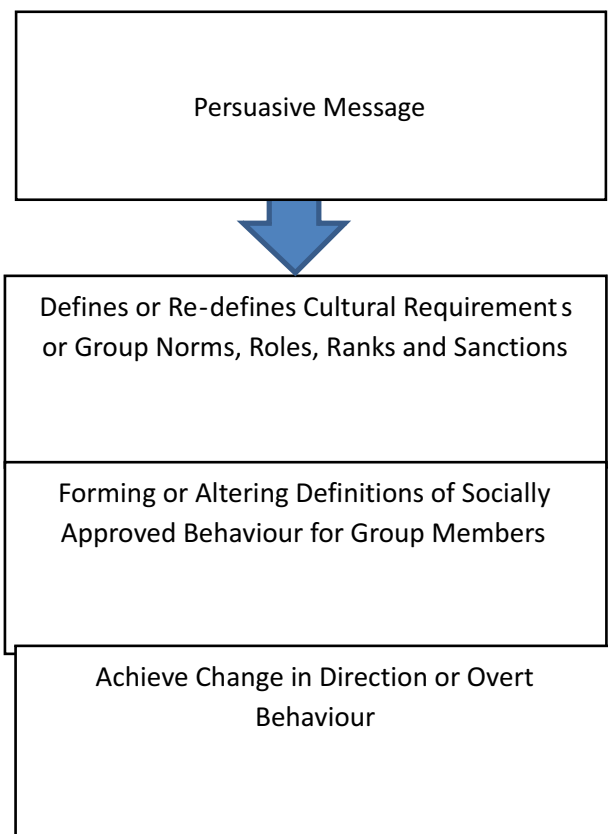


Figure 3: Sociocultural Persuasion Strategy (“Learn-Conform-or - Be - Punished”)Source: Melvin L. DeFleur and Ball Rokeach, *Theories of Mass Communication* (White Plain NY: Longman, 1989: 279). Used in Mass Media Theory, leveraging relationships, and reliable strategic communication effects by Robinson John R. of the United States Army (n.d) http://www.au.af.mil/au/awc/awcgate/army-usawc/info_as_power_v3-robinson.pdf Accessed on Monday 10th September, 2012

This, the persuaders in the introduction of the N5,000 note should have explored to achieve success; knowing full well that Nigeria is a community-based nation.

CONCLUSION AND RECOMMENDATION:

This paper has thus far established the fact that policy makers in Nigeria need to employ the theories of persuasion in order to achieve success. The introduction of N5,000 note in Nigeria failed because the stakeholders which include the opinion leaders, religious leaders and the generality of the people are always at the receiving end and they have no contribution

whatsoever to the policy which they are expected to abide with. Robinson (2009) opines that when “relationship-centric” method of communication is adopted by the persuader, decisions taken by the persuadee are always enduring and even if the persuader makes mistakes in the implementation of the policy, the policy maker will not be left alone because the policy would have been seen as “our policy” and not “their policy” as it is currently in Nigeria.

Therefore, the challenge that policy makers in Nigeria are faced with is how to involve people at the planning stage of their policy making process bearing in mind that communication that respects other people's opinion are more reliable. While quoting Dale Carnegie (1981), Robinson (2009) suggests that the only way to get anybody to do anything without forcing them is to make them want to do it. Nigerian government should demonstrate genuine concern for the well-being of the people of Nigeria in order to gain their support.

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COMMODIFICATION OF LOCAL CULTURE AND TRADITION FOR TOURISM DEVELOPMENT AND SUSTAINABILITY IN NIGERIA:

Empirical evidence of Tiv and Idoma cultures in Benue State

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Benue State to commodify its local culture and traditions for tourism development and sustainability have proved abortive, hence the need for this study. The researcher exploited the rich cultural heritage of the Tiv and Idoma people of Benue state through questionnaire and personal interview and the data generated was analyzed using percentages and Multiple Regression tool through SPSS software. The findings revealed employment generation, community development and international exposure as the hallmark of local culture and tradition commodification. It was then recommended that festivals, music and dance be rebranded and giving international exposure.

INTRODUCTION

Tourism is not just an aggregate of mere commercial activities; it is also an ideological framing of history, nature and tradition; a framing that has the power to reshape culture and nature to its own needs (MacCannell, 1976). Rural culture may well be a viable asset and provide a competitive advantage for some rural communities when considering tourism as a strategy for revitalization and sustainability (Earley, 2002). This paper uses the broader literature to inform a more specific study revealing state intervention in a process now enveloping suburban centers in global cities. Newtown in Sydney, Australia finds itself being reshaped through a convergence of the market forces of gentrification and the entrepreneurial initiatives of government and in the process is seen to be losing some of the authenticity which was part of the appeal in the first place. Nigeria is often described as a country of unity in diversity. This description probably stems from the fact that the country is made up of over

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400 linguistic groups, three principal religions, a multiple of socio-political opinions and organizations and varying weather and climatic conditions between the North and the South. Nigeria boasts of a plethora of customs and traditions, cultures and festivals that would appeal to the tastes of the average tourist. (In the Northern States of the country, the customs, cultures and traditions of the people who are mainly Hausa/Fulani, Nupe, Kanuri, Igala-land Tiv are governed by the Muslim religious traditions). Culture in its many guises can transform the urban environment through city marketing campaigns, cultural led urban developments, festivals, and tourist promotion to encourage economic development. These attributes form a commodity that can be promoted, marketed and celebrated to help distinguish one place from another. It is the cultural life of rural people represented through distinct and different living patterns and way of life, and expressed through various symbolic traditions, texts, artifacts and other forms, that provide, for many, a contrast to the mundane and stresses of urban life and environments. Thus, through tourism, the rural regions can offer a variety of new sites of consumption for travelling tourists who are ever seeking new leisure experiences (Gbenda, 2010). *These processes of commodification are well known to cultural theorists and practitioners (Shepherd, 2002).* This paper explores the transmogrification of places of cultural significance for tourism consumption. The aim is to provide a critical understanding of how such places are transformed into places of consumption by investigating the relationship and conflict between culture as a resource for social meaning and a touchstone for economic growth. These places, assuming the mantle of cultural districts, represent an unavoidable element in the evolution of the contemporary tourist-historic city (Ashworth and Tunbridge, 1990).

How profoundly abstract, rural culture, a social construct, becomes materialized into a saleable product for tourism and a subject for enquiry. The absence of research has made local communities fragile and rural communities are increasingly pressured and persuaded that tourism development is a viable option for sustainability and development. There is insufficient number of marketing cooperation between cultural and tourism organizations, there is lack of intensive exchange and communication activity between culture and tourism, there is inadequate development of the international nearby markets, the tourism products are not prepared in a customer-friendly manner, there is a weak culture media landscape and profile as a culture and culture tourism destination is still too low.

As such, the study is focused on the commodification of local culture and tradition for tourism development and sustainability in Nigeria: a study of Tiv and Idoma cultures in Benue State. Despite the hype

associated with culture and tourism, there is a scarcity of literature devoted to the commodification of local culture and tradition for tourism development and sustainability in Nigeria. This paper will immensely contribute as learning and teaching material to students, researchers and other businesses and policy makers. Understanding the local culture of the Benue People, will go a long way in improving their tourism potentials and the study will try to alert organizations of the benefits of the long-run operationalization of tourism so as to derive maximum satisfaction through enhanced reputation and goodwill to visitors/tourists that come to experience the culture of the people in the area.

LITERATURE REVIEW

Culture

Culture refers to the realm of ideas. Cultural studies, a recent field to academia, defines culture as a network of embedded practices and representations (texts, images, talk, codes of behaviour, and narrative structures organizing these) that shapes every aspect of social life (Earley, Ang & Tan, 2006). Culture can be thought of as an onion, whereby the outer layers represent explicit products of the culture, the middle layer; the norms and values, and the core; the assumptions about existence (Trompenaars & Hampden-Turner, 1997). Developing an understanding of another culture is gained from experiences in that culture; this, it is thought, will eventually lead to a deeper understanding of a culture's norms during long-term foreign stays generally longer than a year (McNulty & Tharenou, 2004; Puccino, 2007). A person can gain a fairly complex cultural understanding, via multiple cues provided by observing others and their reactions (Earley & Peterson, 2004).

Culture, deeply embedded in the history and development of community, is considered the bloodline of any rural community. However, much of this culture is not visible; much is deeply hidden beneath the surface and has remained sacred to the community for centuries (Wood, 1997). Schein (1985) likens this phenomenon to an iceberg. Thus, many of the impacts of various forces, such as tourism, on local culture and the rural community are not clearly evident; neither are they easily measurable nor explainable (Wood, 1997). While culture is implicit in tourism, the sparse research and literature which does exist generally focus on heritage and cultural tourism development within a larger global context (Boniface, 1998; Featherstone, 1995; Jafari, 1996; McIntosh, Hinch, & Ingram, 2002; Meethan, 2001; Ashworth, 1994). Culture in its many guises can transform the urban environment through city marketing campaigns, cultural led urban developments, festivals, and tourist promotion to encourage

economic development (Wirth and Freestone, 2011). Urban places can be re-imagined and invested with new cultural meanings to encourage greater consumption, visual and physical, as 'landscapes of pleasure' (Hannigan, 1998).

The argument is that, while tourism may promote a renewed interest in traditional arts and social practices among local craftsmen and others, tourist purchases are fueled by a desire to possess a mark, rather than any genuine interest in local cultural traditions or beliefs (Smith, 1996). Distinct cultural precincts have emerged as key elements of many broader place-based strategies for economic development. Cultural districts refer to sites of both cultural production and consumption. These can be places where cultural industries cluster to share infrastructure and a creative milieu, or more contrived entertainment zones self-consciously catering for the 'tourist gaze' (Brooks and Kushner, 2001; Scott, 2000). Cultural districts are not a new phenomenon, and while not coterminous with the geography of creativity, they are an increasingly popular spatial if not functional mechanism for organising public or private sector-led investment (Gibson and Freestone, 2002). Proponents of cultural involution have argued that cultural tourism can stimulate a revival of local interest in traditional cultural forms, thus both strengthening cultural bonds and providing local actors access to material benefits (McKean, 1977). Crucially, however, this position assumes that local actors can easily distinguish between what is 'sacred' (and not open to tourism) from what is 'profane' and hence open to commodification (Picard, 1996).

Commodification

Commodification is the transformation of goods, ideas, or other entities that may not normally be regarded as goods into a commodity (Polanyi, 2004). Left largely unspoken in these discussions about tourism's role in the commodification of culture is the process of commodification itself (Shepherd, 2002). Indeed, a generalized yet largely unarticulated notion of 'commodification' operates at such a fundamental level in regard to tourism's relationship with culture that a discussion of precisely what this might mean, particularly in relation to authenticity, seems unnecessary (Shepherd, 2002). While, capitalism has been built on commodification of labour and goods, it is globalisation and the new economy which has transformed culture into a commodity as well (Earley, *et al.* 2006). In many areas, tourism has hastened the commodification of traditional and unique cultures. As Mowforth and Munt (1998:64) suggest, "with the spread and intervention of capitalism into the Third World societies, tourism has also had the effect of turning Third World places, landscapes and people into

commodities". The lack of representation of indigenous communities in the commodification process of local cultural resources for tourism raises serious questions, particularly with regard to the authenticity of cultural tourism products and ownership of the tourism resources (Earley, *et al.* 2006).

Cultural Tourism

Cultural tourism is arguably the oldest of the new tourism phenomena, and some argue that all travel, indeed, involves a cultural element (McKercher & du Cros, 2002). These are, generally, understood as type of special interest tourism where heritage or cultural objects, for example, museums, ancient buildings, sites and artifacts, are commodified as items for economic exchange and consumption (Earley and Ang, 2003). Culture is a main 'pull factor' which influences visitors' initial decision to travel to destinations in different parts of the world (Smith, 1996). At the global level, cultural attractions are usually perceived as being icons of important streams of global culture (Wood, 1997). This global conception of culture has led to the designation of World Heritage sites which attracts millions of tourists yearly. Whereas, at the national and/or local level, culture is seen as playing an important role in establishing and reinforcing people's unique identities and a sense of belonging to a particular locale.

Cultural tourism has to be explained within the broader context of culture. In this regard, culture can be viewed in two inter-related perspectives: the psychological perspective what people think (i.e., attitudes, beliefs, ideas and values), and what people do (i.e., ways of life, artworks, artifacts and cultural products). From the psychological perspective, therefore, culture is seen as the organised systems of knowledge and beliefs in which people structure their experiences and perceptions, formulate acts and make choices between different alternatives (The America Heritage, 2009). Thus, it can be argued that culture is both a psychological and physical phenomenon. Culture is a product of human psychology which has manifestation in the physical world, usually created as a purposeful technology which enhances living, including beautification of technological objects or art.

Local Festivals Practiced in Benue State

Benue State possesses immense tourism potentials which are yet to be exploited. Since some of the tourist attractions are best selected by the tourist, Benue State in her bid to develop tourism embarked on infrastructural development necessary for the overall wellbeing of the tourist (Online Nigeria, 2011).

The TIV culture is extremely rich, and exceptionally unique, the way they wed, what they do to earn a living, the way they worship their God, the way they dress, the way they sing and dance to music, the way they sent forth their loved ones to the world eternal, the way they entertain their guests. All these they do in unique ways worthy of mention (Kur and Iwokwagh, 2011). Some important festivals in Benue State are: Kwaghir theatrical display, Ingongh Dance, Ejaalekwu Festival, Numerous fishing festivals (Nigeria Exchange, 2011).

Idoma/ IgedeAgba New Yam Festival

According to the online portal, Justus Healthy Nigeria Diets (2011:--): "The New yam Festival consists of prayers and thanks for the years past. Yam is the main agricultural crop of the Igbos, Idomas, and Tivs. It is the "staple" food of the Benue people. The New yam festival, known as Orureshi in Owukpa in Idoma west and Ima-ji, Iri-ji or Iwa-ji in Igbo land is a celebration depicting the prominence of yam in the social and cultural life. The festival is very prominent among all the major tribes in Benue state."

Kwa-Ghir Festival

A festival of the Tiv people in Benue state of Nigeria, it is a display of traditional masquerades, Puppet Theater, some forms of acrobatics, dancing, music and sartorial display. A colourful festival indeed, it attracts many people and is accentuated by the friendliness and warm welcome of the Tiv people of Nigeria (Kur and Iwokwagh, 2011).

Alekwu Ancestral Festival

The socio-religious festivals of the people often marked with colourful dances, dresses and songs that are of tourist value. The Alekwu ancestral festival of the Idoma people, for instance, is an occasion when the local people believed their ancestors re-established contact with the living in the form of masquerades (Online Nigeria, 2011).

Music and Dance

Basically, the Tiv society cannot exist without music and dance (Kur and Iwokwagh, 2011). Basically, music and dance in Tiv society serve as the entertainment function but beyond that they also serve as information, education, socialization, mobilization and social cohesion functions.

Hagher (1987:--) has noted the functions of music and dance in Tiv society in the following words: "Music and dance do not only serve the purpose of social interaction as well as a school for intellectual stimulation, they also control normative behavior. Sometimes, they serve as a medium for social protest and even sanction deviant behavior."

The state possesses a rich and diverse cultural heritage which finds expression in colourful cloths, exotic masquerades, sophisticated music and dances. Traditional dances from Benue have won acclaim at national and international cultural festivals. These dances include Ingyough, Ange, Anchanakupa and Swange among the Tiv and Anuwowowo and Obadaru among the Idoma. The Tiv Kwagh-hir theatre provides memorable entertainment in its dramatization of Tiv folklore and social commentary (Nigeria Galleria, 2011). The development of cultural tourism in Africa should take into consideration the two perspectives of culture (Wood, 1997). This is due to the fact that when we talk of African culture as it relates to tourism, we are talking about a 'living culture' of the African people which is usually based on art performances and dance, and the contemporary ways of life of indigenous African communities.

Natural Attractions

According to Online Nigeria (2011) Natural Attractions in Benue State include hills and ranges such as Kyogen, Abande, Ngokur, Mkar, Ushongo and Haaga. There is a heavily wooded natural trench at TseMker which is believed to be inhabited by dangerous creatures including Pythons. Gungul is a waterfall on River Katsina-Ala near Gbeleve. The border stretch adjoining the Obudu-Cameroun ranges features not only quasi temperate climate but also beautiful scenery of forests, dissected hills, dykes, dozens of fast flowing streams and incised valleys. In the dry season, the water level in both the Benue and Katsina-Ala rivers falls, giving rise to beautiful sandy river beaches and clean shallow waters. The waters are excellent for recreational boating and swimming. At Orokarn in Okpokwu LGA, occurs the Enumabia Warm Spring.

At Utonkon, is a thick forest with tall giant trees, the centre of which used to serve as a slave trade market, but is now the site of numerous shrines and a 10day periodic market. Swern is a shrine site at the foot of the Cameroun range in Kwande LGA from where the Tiv were said to have originated (Online Nigeria, 2011).

Historical Monuments

Historical monuments in the state include the Royal Niger Company

Trading Stores at Makurdi and Gbeleve near Katsina-Ala; the tombs of the first Dutch missionaries at Haaga and Sai in Katsina-Ala ' LGA; the tombs of the legendary politician, Mr. J. S. Tarka and past three Tor Tiv in Gboko town; and the trench fortifications in Turan district of Kwande LGA which were dug by the Tiv toward off Chamba invasions in the 19th century (Online Nigeria, 2011).

Works of Art

The Tiv people with segmentary lineage systems usually constituted by the descendants of a single ancestor have *Imborivungu*. It is an object to which has been added molding and decoration to represent a human figure of the ancestor. Individuals own most of these works of art but they are considered to be holding them in trust for the whole patri-lineage, however, the holder is an elder or otherwise honoured member of the lineage who considers that its possession brings him prosperity and this is in terms of his crops and children, as well as, ensuring the well being of the whole of his patri-lineage (Gbenda, 2010).

Theoretical/ Empirical Framework

Marx theorized that in what he called 'primitive communities' property was held in common and the concept of non-social (private) property did not exist; in such communities, commodity producers were not alienated from their labor because the objects they produced with this labor were held and used in common rather than exchanged as individual forms of private property; any exchange that did occur only took place at the boundaries of a community's space, at the point of contact with other social groups, but Marx speculated that a 'constant repetition of exchange made it a normal social act', leading to a situation in which the 'need for foreign objects of utility gradually established itself' (Marx, 1996: 98).

One of the most-cited examples of Marx's commodity analysis in regard to tourism has been Davydd Greenwood's essay on the commodification of a local festival in the Basque region of Spain; echoing Marx (1996), Greenwood (1989), argued that anything sold assumes a commodity form, including culture; however, because culture does not belong to anyone, the marketing and selling of cultural productions to tourists is a form of community-wide expropriation and when this happens, local culture is 'altered and often destroyed' and 'made meaningless' to its people.

Marie-Françoise Lanfant has argued that once heritage is transformed into a tourist product, its 'cultural value' is also transformed into a 'commercial value', a process which stimulates the reinvention of the

past, leading to Umberto Eco's hyper-reality. That is to say, rather than being a reclamation of the past, heritage and tourism function as a new form of cultural production (a value-added industry) that takes the past as its theme (Kirshenblatt-Gimblett, 1998: 149). Marx actually framed use-value as concrete and exchange-value as abstract (Baudrillard, 1988). Capital (according to Marx) replaces an object's (natural) use-value with a (false) exchange-value. A resulting degradation of local cultural practices and social relationships has led, in this view, to a host of social ills (Shepherd, 2002). In other words, the Development cure (increased tourism as a means of spurring economic change while strengthening local culture) is claimed to inevitably lead to new diseases, such as drug addiction, crime, pollution, prostitution, and a decline in social stability, as well as to the growth of 'capitalist values' and a 'consumer culture' (McLaren, 1998: 28). Indeed, researchers talk about measuring the touristic 'impact' on a local culture, language that brings to mind not just destruction (a bomb impacts on a target) but also passivity (the other is always impacted upon). In short, local cultures are presumed to be transformed (for the worse) by contact with a secular West, a presumption which implies the existence of pristine pre-tourist cultures which can serve as baseline tools for measuring the impact of this touristic degradation (Hitchcock *et al.*, 199; Wood, 1993).

Classical economists such as Smith and David Ricardo downplayed the role of an object's use-value, seeing this as insignificant in the determination of value (Keen, 1993). Marx, on the other hand, drew a sharp distinction between use-value and exchange-value, arguing that these are two (inseparable) parts of a whole, what he referred to as the 'dialectic of the commodity' (Keen, 1993: 110). This is because all commodities (defined by Marx as anything that satisfies a human want) function as both 'objects of utility' and 'depositories of value' (Marx, 1996); he argued that the use-values of commodities have different qualities, while their exchange-values (in relation to other commodities) have different quantities.

TOURISM DEVELOPMENT AND SUSTAINABILITY

Community Development

Community is important in that it contributes to individual and social well being by establishing and maintaining channels of communication, organizing resources to meet local needs, and providing a framework where the collective is more than the sum of its parts (Wilkinson, 1991). Community development can be seen as an action that is purposively directed towards altering local conditions in a positive way (Wilkinson, 1991; Luloff and Bridger, 2003). When specific projects are pursued with an emphasis on building social relationships and communication networks,

community development has occurred. Community and community development are based on the assumption that they contribute to the social well being and the self actualization of community members. Community is enhanced when residents work together to address common issues. However, for development to be most effective and to maximize its impact within the locality, it must incorporate both social and economic needs. In understanding this process, the distinction between development *of* and development *in* community is important (Summers, 1986; Luloff and Swanson, 1995).

Employment is one of the most readily available indicators to begin measuring the social impact of tourism, since job creation generally helps create the opportunities for better standards of living and related conditions of socio-economic progress. Tourism contributes significantly, both directly and indirectly, to the creation of employment. In 2006, the tourism economy (direct plus indirect contribution) provided jobs for about 140 million people in the selected sub-regions and countries of the Asian and Pacific region, representing an average of 8.9 per cent of total employment (ILO, 2003).

International is defined by the American Heritage Dictionary 2009, as extending across or transcending national boundaries. Exposure to various national cultures allows a person to become familiar with the products, norms, values, and assumptions of that culture; cultural exposure, defined here as experiences related to a region that aid in developing a familiarity with or understanding of the norms, values, and beliefs of that region, is likely to contribute to higher cultural intelligence (Gbenda, 2010). Tourism will, therefore, assist in removing existing stereotypes and misrepresentations of indigenous African cultures. In this regard, cultural tourism may well contribute to the promotion of international harmony and cross-cultural understanding (Earley, *et al.* 2006). In view of the aforesaid, the following hypotheses were formulated for analysis;

HO₁: Employment creation through tourism development and sustainability is not dependent on commodification of local culture and tradition.

HO₂: Community development through tourism is not dependent on commodification of local culture and tradition.

HO₃: International exposure through tourism development and sustainability is not dependent on commodification of local culture and tradition.

METHODOLOGY

Benue State boasts of various cultures that are essential for commodification for boosting tourism development in the State and this spread across 10 of the 23 Local Government Areas of the state. The sampling method used is the simple random sampling method. One (1) Second Class Chief, two (2) Scholars, three (3) District Heads, five (5) Tourists, three (3) Community Leaders and five (5) Title Chiefs were used as respondents from each of the ten (10) Local Government Areas selected for the study. This then gave a total of one hundred and ninety (190) respondents to make up our sample size for the study. Survey research design was used to obtain general overall information on local culture and tradition awareness in the Benue region. The main instrument for data generation and analysis is structured research questionnaire, in-depth Interview method and observation.

The critical components in this study had content validity because an extensive review of the literature was conducted in selecting the measurement items. Factor analysis indicates that the KMO (Kaiser-Meyer-Olkin) measure for Local Culture and Tradition Parameters is 0.691 with Barlett's Test of Sphericity (BTS) value to be 567.871 at a level of significance $p=0.000$. The components of Tourism Dev. & Sustainability Parameters have a KMO measure of 0.504 and BTS of 210.286 at a level of significance $p=0.000$. Our KMO result in this analysis is either equal to or surpasses the threshold value of 0.50 as recommended by Hair *et al.* (1998). Therefore, we are confident that our sample and data are adequate for this study. Our result has strong construct validity, because the various Local Culture and Tourism parameters were tested for correlation and it was found that there was a high degree of measures between the measures of the same construct, indicating that correlation exists between them. From table 1, five factors of Local Culture and Tourism with Eigenvalues greater than one (3.359) account for 67.174 percent of the total variance.

On the other hand, the instrument is very reliable as expressed in table 2; these parameters appear to be useful and contribute to the overall reliability of Local Culture and Tradition in Benue State. There is a reduction in their Cronbach's Alpha as their values plunge from 0.846 to: 0.719, 0.763, 0.698, 0.769 and 0.488 respectively. Thus, these five parameters are useful and will not be dropped from the research. The data for the study were collected, coded and analyzed using computer-based Statistical Package for Social Sciences (SPSS version 18 for Windows). The statistical methods that were used in analyzing the relationship of the various products on customer satisfaction are: Percentages, Multiple Regression and t-statistics to test for significance at a 0.05 levels.

HYPOTHESES TESTING, RESULTS AND DISCUSSION

A total of one hundred and ninety (190) questionnaires were sent-out and one hundred and ninety (190) were retrieved; after careful scrutiny, twelve (12) were rejected because they were defaced or improperly attended to. A successful response rate of 81.1% was achieved as one hundred and fifty four (154) of the questionnaires were considered acceptable and analyzed.

TABLE 1: KMO AND BTS TEST OF SPHERICITY

Local Culture and Tradition Parameters	Initial	Extraction (Coefficients)	Eigenvalues	KMO	Determinant	Bartlett's Test of Sphericity	df	Sign.
HM	1.000	0.882						
MD	1.000	0.845						
FS	1.000	0.825	3.359	0.691	0.023	567.871	10	0.000
WA	1.000	0.902	(67.174%)					
NA	1.000	0.611						
Tourism Dev. & Sustainability Parameters	Initial	Extraction (Coefficients)	Eigenvalues	KMO	Determinant	Bartlett's Test of Sphericity	df	Sign.
COMDEV	1.000	0.961	1.887	0.504	0.249	210.286	3	0.000
EMPCRE	1.000	0.957	(62.892%)					
INTEXP	1.000	0.214						

Source: Research instrument

TABLE 2: CRONBACH'S ALPHA TEST OF RELIABILITY

Hotel Market Segments (HMS)	No of item	Corrected item – total correlation	Cronbach's Alpha if item deleted	Item Means	Item Variance	Cronbach's Alpha
Local Culture and Tradition Parameters						
HM		0.719	0.804			
MD		0.763	0.791			
FS	6	0.698	0.803	3.401	0.338	0.846
WA		0.769	0.795			
NA		0.488	0.883			
Tourism Dev. & Sustainability Parameters						
COMDEV		0.618	0.150			
EMPCRE	3	0.579	0.203	3.768	0.555	0.583
INTEXP		0.102	0.927			

Source: Research instrument

TABLE 3: THE EFFECT OF LOCAL CULTURE AND TRADITION ON EMPLOYMENT CREATION

	Unstandardized Coefficients		Standardized Coefficients		
Model 1				t	Sig.
(Constant)	2.539	0.331		7.674	0.000
HM	0.064	0.231	0.044	0.279	0.781
MD	0.499	0.144	0.358	3.475*	0.001
FS	0.873	0.098	0.818	8.865*	0.000
WA	1.048	0.245	0.683	4.278*	0.000
NA	0.035	0.074	0.038	0.469	0.639

Dependent Variable: EMPCRE

*Correlation is significant at the 0.05 level

F Calculated value = 27.626 at a level of significance of 0.000

R = 0.695

R² = 0.483

TABLE 4: THE EFFECT OF LOCAL CULTURE AND TRADITION ON COMMUNITY DEVELOPMENT

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model 2					
(Constant)	2.435	0.276		8.817	0.000
HM	0.005	0.193	0.003	0.026	0.979
MD	0.604	0.120	0.442	5.041*	0.000
FS	0.960	0.082	0.919	11.9191*	0.000
WA	1.276	0.204	0.849	6.241*	0.000
NA	0.025	0.062	0.028	0.401	0.689

Dependent Variable: COMDEV

*Correlation is significant at the 0.05 level

F Calculated value = 49.252 at a level of significance of 0.000

R = 0.790

R² = 0.625

TABLE 5: THE EFFECT OF LOCAL CULTURE AND TRADITION ON COMMUNITY DEVELOPMENT

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model 3					
(Constant)	0.868	0.345		2.516	0.013
HM	0.644	0.241	0.364	2.672*	0.008
MD	1.287	0.150	0.768	8.589*	0.000
FS	0.149	0.103	0.116	1.451	0.149
WA	0.266	0.256	0.145	1.041	0.300
NA	0.782	0.078	0.706	10.070*	0.000

Dependent Variable: INTEXP

*Correlation is significant at the 0.05 level

F Calculated value = 46.145 at a level of significance of 0.000

R = 0.781

R² = 0.609

(You need to discuss your hypotheses situating your findings in the Literature relating what you found with the findings of other researchers. And each of the hypothesis generated must be discussed).

Implications of the Regression Results

Testing the regression using F statistics, R and R² not only gives researchers some insight into the fit of the regression models, but it also helps in assessing the strength of individual predictor variables in estimating the dependent variable. The result of model 1 in table 3 indicates that the regression coefficient of Music and Dance (MD), Festivals (FS) and Works of Art (WA) have significant t values of 3.475, 8.865 and 4.278 at a 5 percent level of confidence which is greater than the tabulated t value (1.98); this implies that FS contributes more to employment creation (EMPCRE) followed by WA and MD. Table 4 revealed Model 2 which indicates the same mode of magnitude of occurrence, because Music and Dance (MD), Festivals (FS) and Works of Art (WA) once again have significant t values of 11.9191, 6.241 and 5.0411 at a 5 percent level of confidence which is greater than the tabulated t value (1.98). Thus, FS contributes more to community development (COMDEV) followed by WA and MD. Model 3 in table 5, exhibits a slightly different scenario as Natural Attractions (NA), Music and Dance (MD) and Historical Monuments (HM) indicate significant t values of 10.070, 8.589 and 2.762 at a 5 percent level of confidence which is greater than the tabulated t value (1.98). The implication is that NA contributes more to International Exposure (INTEXP) followed by MD and HM. These findings further support the alternate hypotheses that these regression coefficients or slopes are significantly different from zeros and have predictive powers in estimating tourism development and sustainability in Nigeria Benue State.

A correlation test was performed to gauge any association that may exist between the input and output variables. The classification of samples was systematically done by scoring each construct from one to five according to their responses. A response of “not-at-all” was assigned a 1 (no intensity) and “to a great degree” was assigned a 5 (high intensity) value. Thus, the regression results imply that all the research models have

significant effect on tourism development and sustainability.

Test of Hypotheses

Hypothesis One (H_{0_1})

The F calculated value is 27.626, which is greater than the F tabulated value (3.690) indicating that Employment Creation (EMPCRE) through tourism development and sustainability is dependent on commodification of local culture and tradition. The null hypothesis is rejected while the alternative hypothesis (H_{1_1}) is accepted. The coefficient of multiple correlation (R) is 0.695; indicating a strong relationship between the inputs and output variables of Model 1. The coefficient of multiple determinations (R^2) on the other hand is 0.483 and indicates that 48 percent of Employment Creation will be caused by a variation in the commodification of local culture and tradition. Thus, we conclude that commodification of local culture and tradition in Benue State, would, therefore influence employment creation.

Hypothesis Two (H_{0_2})

From table 4, the coefficient of multiple correlations (R) is 0.790; meaning that there is a strong relationship between the inputs and output variables of Model 2. The coefficient of multiple determinations (R^2) on the other hand is 0.625 indicating that 63 percent of Community Development (COMDEV) will be caused by a variation in the commodification of local culture and tradition. The F calculated value of 49.252 is greater than the F tabulated value (3.690) which shows significance relationship between the output and input variables. The null hypothesis is rejected, as such, Community Development (COMDEV) through tourism development and sustainability is dependent on commodification of local culture and tradition.

Hypothesis Three (H_{0_3})

The F calculated value for model 3 in table 5 is 46.145, which is greater than the F tabulated value (3.690) indicating that International Exposure (INTEXP) through tourism development and sustainability is dependent on commodification of local culture and tradition. The null hypothesis is thus rejected. The coefficient of multiple correlation (R) is 0.781; indicating a strong relationship between the inputs and output variables of Model 3. The coefficient of multiple determinations (R^2) on the other hand is 0.609 and indicates that 61 percent of International Exposure will be caused by a variation in the commodification of local culture and tradition.

CONCLUSION AND RECOMMENDATIONS

The main focus of this paper is an attempt to examine the influence of commodification of local culture and tradition for tourism development and sustainability. Most importantly, communities and government policy makers should take advantage of the potentials in the our local culture and tradition by using demographics, psychographics and other niche marketing techniques to predict and model tourism development and sustainability. The multiple regression technique used in this study is one among many tools that throws more light into the effect of local culture and tradition to tourism development and sustainability. The result of model 1 in table 3 indicates that only the regression coefficient of Music and Dance (MD), Festivals (FS) and Works of Art (WA) have significant t values of 3.475, 8.865 and 4.278 at a 5 percent level of confidence are greater than the tabulated t value (1.98); this shows that MD contribute more to Employment Creation (EMPCRE) followed by FS.

Model 2 in table 4 also indicates that only the regression coefficient of Music and Dance (MD), Festivals (FS) and Works of Art (WA) once again have significant t values of 11.9191, 6.241 and 5.0411, because at a significant level of 5 percent, the t calculated values are greater than the t tabulated values of 1.98. The implication is that FS contributes more to Community Development (COMDEV) followed by WA and MD. Model 3 exhibits a slightly different scenario as Natural Attractions (NA), Music and Dance (MD) and Historical Monuments (HM) indicate significant t values of 10.070, 8.589 and 2.762 at a 5 percent level of confidence which is greater than the tabulated t value (1.98). The implication is that NA contributes more to International Exposure (INTEXP) followed by MD and HM.

These findings further support the alternate hypotheses that these regression coefficients or slopes are significantly different from zeros and have predictive powers in estimating the growth of the hospitality industry. A correlation test was performed to gauge any association that may exist between the input and output variables. The classification of samples was systematically done by scoring each construct from one to five according to their responses. A response of “not-at-all” was assigned a 1 (no intensity) and “to a great degree” was assigned a 5 (high intensity) value.

A full assessment of the socio-economic impacts of tourism requires that the linkages between tourism and socio-economic development need to be clearly identified. Having established the linkages, policymakers are then in a better position to consider specific interventions that can raise standards of living and reduce poverty. This survey examined the residents' perceptions of, and attitudes towards, commodification of local culture and tradition for tourism development and sustainability in Benue State. The

study revealed that the respondents had positive aspirations towards tourism in the area. The study found that, the majority of the respondents feel that commodification of local culture for tourism has a positive employment creation (EMPCRE), community development (COMDEV) and international exposure (INTEXP) impact on the local community.

It is important to mention that economic dependency on tourism is the most significant determinant of the residents' attitudes toward the industry. Respondents' demographics such as residents' duration of dwelling, gender and educational status were found to influence the study. The most important variables were the residents' duration of dwelling in years. This implies that respondents who lived a long period of time in the study area knows the local culture and tradition very well and the impact, commodification will have on him/her and the entire community. The intensity of local culture and tradition impacts on tourism development and sustainability depends to a large extent from order of importance on: (1) Festivals (2) Works of Art (3) Music and Dance (4) Natural Attractions (5) Historical Monuments. Based on the findings of the study the following recommendation is made:

1. Festivals like the Idoma New Yam Festival, Katsina-Ala Fishing Festival, Iggede Agba Yam Festival, Kwa-Ghir Festival and Aleku Ancestral Festival should be given priority by the government by exposing them to the international community through rebranding. This suggestion is pertinent because this study shows a low t value rating for festivals,
2. There is need to encourage the display and value addition of our historical monuments, through repackaging of monuments and emphasizing their teaching and documentation towards increase awareness for international relevance and exposure.
3. The youths need to be engaged in the creation of works of art so as to create employment; this can be facilitated through the use of government policy makers to create an enabling environment for these crafts to thrive,
4. Music and dance have already been recognized internationally, but still need to be rebranded in a special way that will improve the development of the entire community and build employment creation.
5. Natural attractions should be advertised through the media and monies spent for the development of such traditional sites so as to meet the benchmark for tourist site and woo in investors and tourist alike.

It is pertinent for government to initiate , promote, sponsor and organize various festival to the world to attract investors and tourist alike.

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BABCOCK UNIVERSITY AND ETHICAL STANDARDS: PERCEPTIONS OF FACULTY AND STAFF MEMBERS ON ADHERENCE TO CORE VALUES

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This study examined the perceptions of faculty and staff members on adherence to Babcock University (BU) core values in operations and business relationships of the University. The study was necessitated by the need to address perceived misconceptions about some decisions and actions of management of the University in some of its business and other relationships. Primary data were generated through a questionnaire designed for the purpose. The questionnaire contained research statements developed along the line of BU core values. Copies of the questionnaire were distributed to a total of 400 members of faculty and staff at the venue of the 2010 Annual Colloquium of the university. Filled out copies were collected from the respondents, and their responses extracted, collated, processed and analysed. However, 105 copies for each set of faculty and staff members involved in the survey were processed. Thus, analysis was based on 210 duly filled out copies of the questionnaire. Descriptive statistics and correlation methods of analysis were employed to analyse the responses. The results showed that majority of both faculty and staff members included in the survey was of the view that the institution sometimes adhered to its core values in its operations and business relationships. However, a weak negative correlation was established between the views of the two groups in the survey about adherence to the institution's core values. This implied that the groups differed on the components of BU core values which they held the view that the institution sometimes adhered to. Therefore, the study concluded that there were times BU did not adhere to its core values. Consequently, the study recommended, among other things, that BU should improve on adherence to its core values.

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INTRODUCTION

Ethics as standards of behaviour is applicable to every business relationship and environment. As moral principles of what is right or wrong, ethics occupies a conspicuous position in any business relationship within the business environment. In a business environment, people are usually confronted with a situation in which they have to choose among general actions that must be evaluated as right or wrong. Values are other set of principles that enhance ethical standards in a business environment. Ethical system in an organization requires that the organization upholds certain values regardless of immediate result. For instance, honesty should be upheld to ensure transparency, fairness, justice and mutual benefit in a business relationship.

Ethical standards in an organization are shaped by both the individual and the business environment. Therefore, the individual and the elements of the environment are crucial factors that affect ethical climate of an organization. They constitute the process by which decisions are evaluated and made on the basis of what is right or wrong.

Though the consequence of unethical behaviour by an individual may fall on the individual, consideration of significance is given to the environment in which the individual work to know if inducing factors exist. Perhaps, unethical corporate behaviour may be responsible for unethical behaviour of the individual as a reflection of the environment. Such unethical corporate behaviours manifest themselves in emphasis on short-run revenue, over long-term consideration, unwritten code of ethics, inertia in upholding ethical standards where financial costs are involved, etc.

The study, necessitated by the need to address perceived misconceptions about some decisions and actions of management of the University in some of its business and other relationships, is intended to examine ethical standards in Babcock University environment from the perceptions of faculty and staff members of the institution. Therefore, the study will examine the constituents of the Institution's core values vis-à-vis its ethical standards and practical adherence in terms of contingency decisions and evolving policies.

For the purpose, the study is segmented into five sections. The preceding section is the introduction followed by section two which is the literature review. It discusses various views relating to ethical issues, standards and organizational environment as well as Babcock University core values. Section three discussed the methodology used in carrying out the study. Section four deals with the presentation and analysis of data generated via structured questionnaire, and section five summarizes and concludes the study as well as proffers relevant recommendations.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Ethics is the study of how people try to live their lives according to a standard of “right” or “wrong” in both how we think and behave towards others and how we would like them to think or behave towards us (Ghillyer, 2008). Ethics is the moral principles or beliefs about what is right or wrong. These beliefs guide individuals in their dealings with individuals and in their dealings with individuals and groups (stakeholders) and provide a basis for deciding whether behavior is right and proper (Jones et al. 1998). To Kline (2008) ethics involves a reasoned search for the value framework that should be used to judge and guide action.

Business ethics, to Ghillyer (2008), involves the application of standards of moral behavior to business situations. Business ethics can be approached from two distinct perspectives:

- a. A descriptive summation of the customs, attitudes, and rules that are observed within a business.
- b. A normative (or prescriptive) evaluation of the degree to which the observed customs, attitudes, and rules can be said to be ethical.

To him, ethical behavior should be the same both inside and outside a business situation.

It is essential for every organization to have a code of ethics. A code of ethics is a company's written standard of ethical behavior that are designed to guide managers and employees in making the decisions and choices they face everyday.

Business ethics is said to be very complex and its complexity is in two dimensions. Firstly its analysis takes the view that multiple stakeholders have simultaneous legitimate interests in the outcome of decisions. Secondly, its analysis makes use of several ethical theories in an attempt to answer the question “what is the right thing to do” (Sharp, 2006).

Ethics has its special vocabulary, theories and ways of reasoning. Sharp (2006) says that business ethics is the study and application of what is right and wrong; that is, what is appropriate behavior for managers for acting on behalf of their companies. He goes on to highlight that ethical theory provides several theories (or criteria) by which an action may be evaluated and three of the theories are fundamental to business ethics and provide powerful insights into right and wrong. In particular one of the theory that appeals to business people due to its use of cost-benefit is the utilitarianism which deals with action that produces the greatest good for society overall. The other two theories are those of justice and fairness, and the one that concerns 'right'.

In literature, ethics is described as a concept signifying how we act in order to make the right choice and produce good behavior. It encompasses a thorough (objective) examination of principles, values, duties, and norms, the consideration of available choices in order to make the right decision. (Dellaportas, 2005).

Hartman (2005) says that the study of ethics includes an analysis of the interests of all the individuals who hold a stake in the outcome of any dilemma, or decision. To him, ethical theories may be divided into two, *teleological* which determines an act by looking to the probable outcome or consequences of decision (the ends), while *deontological* theories determine the ethics of an act by looking to the process of the decision (the means).

Teleological ethical system is based on the utilitarianism approach, and directs us to make decisions based on the greatest good of the greatest number as the end result. Jeremy Bentham and John Stuart Mill were the brain behind the concept.

Deontological ethical system is based on rules or principles governing decisions and developed by Kant Hartman (2005). Kant recognizes universal right such as freedom of speech, consent, privacy and conscience.

Ethics is essential in business; it can be discussed under three framework. Three forces operate in the framework. They are the market (which includes the environment), the business entity and the regulatory regime. The ethics framework shows the interactive relationships among parties within each of these forces and among the forces. The market provides the resources and opportunities (and threats) for the entity to operate in a competitive world. The entity operates as an ongoing concern for the interests of its owners and forms a part of the marketplace. The government, industry regulators and professional organizations, on the other hand, provide support and oversight functions to the market and its entities. Three levels of ethics are found within an entity: the ethics of the governing body (and its management), workplace ethics and individual (employee) ethics.

The ethics of the governing body and its management concern the priorities give to the formulation of goals, mission and overall direction in the interests of the shareholders and stakeholders, thus implementing them into policies, procedures and control systems. The governing body of an entity is typically represented by the board of directors, the senior management and relevant board committees. The primary responsibility of the directors and management is to provide and facilitate good corporate governance practices, and to satisfy key corporate drivers for both

performance and conformance.

The ethics of the workplace are influenced by the visibility of the values and leader practiced by the governing body. Workplace ethics can be characterized by the transparency of information and operation, open communication between levels, equitable treatment among and within subgroups and a generally supportive workplace environment. Workplace ethics concerns the implementation of governance policies and procedures, while monitoring the soft issues of 'unwritten norms' or cultures.

Individual ethical behavior is influenced by four interrelated components, according to James Rest. Individuals must be capable of identifying ethical problems (ethical sensitivity); appreciating the values and priorities through their understanding of principles, rules, norms and theories (ethical priorities); developing their individual sets of reasoning and judgment (ethical judgment); and developing the strength of character to act upon such decisions (ethical courage).

The human resources function within an organization should ideally be directly involved in the relationship between the company and the employee throughout the employee's contract with the company. Many advocates of ethical business conduct argue that HR should be at the centre of any corporate code of ethics not as the sole creator of the code, since it is a document that should represent the entire organization, but certainly, but certainly as the voice of reason in ensuring that all the critical areas are addressed by Ghillyer (2008):

- a. HR professional must help ensure that ethics is a top organizational priority.
- b. HR must ensure that the leadership selection and development processes include an ethics component.
- c. HR is responsible for ensuring that the right programs and policies are in place.
- d. HR must stay abreast of ethics issues (and in particular the changing legislation and sentencing guidelines for unethical conduct).

Emanating from the review of literature are these testable hypotheses:

- H₀1: Babcock University management does not adhere to the Institution's core values in practice.
- H₀2: There is no correlation between the views of faculty members and those of staff members on adherence to core values by Babcock University administration.

BRIEF HISTORY OF BABCOCK UNIVERSITY

Prior to 1957, Adventist gospel workers in Nigeria usually obtain all their training either at the Adventist Training School Ihie or Bekwai Training School, Ghana. Due to the difficulty brought about by the long distance journey to obtain training, the Adventist Church leaders made plans to establish a Senior School (Tertiary Institution) in Nigeria and a committee was set up to look into the possibility of getting a suitable site.

In August 1957, Gordon M. Ellstrom and Roger W. Coon (the committee members) went in search of suitable places where the new college might be located. Later, they found one which has all the necessary requirements needed, owned by 14 families in Ilisan-Remo. The owners of the land accepted to lease the land for 99 years. On September 17, 1959, the institution was established formally as Adventist College of West Africa (ACWA) which metamorphosed to Adventist Seminary of West Africa (ASWA) in 1975 and to Babcock University in 1999.

On the 26th of January 1975, the institution was affiliated with Andrews University, Berrien Springs, Michigan so as to enable her graduates work outside the church territory (labour market). In less than one year after the affiliation, ACWA Board of Governors decided to rename the institution as “Adventist Seminary of West Africa” for fear of being taken over by the Nigerian Government after which the enrolment increased.

In spite of the successes recorded concerning the graduate studies on campus, students still find it difficult, to obtain to obtain jobs outside the Seventh-Day Adventist Church, thus unemployment began to plague them (Babalola, 2002). Also they could not gain admission into most of the National Universities without certificate of discharge from the National Youth Service Corps (NYSC). As a result of this, the ASWA Administration in conjunction with the Seventh-Day Adventist Church leaders in Nigeria applied for a charter to operate a Private Owned University through the National Universities Commission (NUC) to the Federal Government of Nigeria which was granted on April 20, 1999 and officially announced in May 10, 1999. Now Babcock University is a full-fledged Seventh-Day Adventist Private Institution of Higher Learning, and one of the first three Private Institutions in Nigeria.

CORE VALUES OF BABCOCK UNIVERSITY

Business operations and relationships in Babcock University are anchored on the following core values of the institution:

- Excellence
- Integrity
- Transparency

- Team Spirit
- Servant Leadership
- Intellectual Freedom and Responsibility
- Adventist Christian Heritage

METHODOLOGY

The study adopted the survey method in an attempt to determine the perceptions of faculty and staff of the university about practical adherence to Babcock University core values. The study used primary data generated through a questionnaire designed for the purposed. There were 25 research statements developed along five of the core values of the university. That is, 5 research statements were derived from each core value. The statements were closed-ended with exhaustive response pattern. Copies of the questionnaire were distributed to a total of 400 members of faculty and staff at the venue of the 2010 Annual Colloquium of the university. The questionnaires contained instructions to guide the respondents on how to fill them out. The filled out copies were collected from the respondents, and their responses extracted and collated for further processing and analysis. However, it was observed the number staff members far exceeded that of faculty members. To ensure that analysis was based on equal number of faculty and staff, filled out copies of the questionnaire collated for analysis were pruned down to 105 copies for each set of faculty and staff members involved in the survey. Thus, analysis was based on 210 duly filled out copies of the questionnaire. Analysis of the responses was to enable the study determine the views and perceptions of faculty and staff members of the university about adherence to ethical values and standards enshrined in the core values of the university. The descriptive and correlation methods of analysis were employed to analyze the responses and draw conclusions on the perceptions of faculty and staff of the university regarding adherence to core values. Correlation coefficient is a statistic widely used to determine agreement or otherwise, and the extent, between two sets of variables. Consequently, correlation analysis was used to determine whether or not perceptions of faculty and staff members were in agreement and, if so, the extent to what they agree.

Correlation Coefficient (r)

This establishes the nature and extent of a relationship between two variables. The numerical value of the coefficient ranges from -1 to +1 inclusively ($-1 \leq r \leq 1$). Computation of the correlation coefficient was facilitated by the statistical software Econometric Views (E-Views).

POPULATION OF STUDY

Faculty and staff members of the university constituted the population of study. The population of study was the entire faculty and staff members of the university who were present during the 2010 Annual Colloquium of the university.

Sample Population

The sample population consisted of 400 faculty and staff members of the university who were present during the 2010 Annual Colloquium of the university. The sample population was drawn from the various schools, departments and units of the university. However, to ensure equal number of faculty and staff members the sample population was adjusted to 210, which were made up of 105 faculty members and 105 staff member. The random sampling method was used to draw the sample population.

Data Analysis and Discussion

Table 4a: Distribution of Faculty Members According to their Views about Adherence to BU Core Values in Practice

Response Options	BU CORE VALUES					Average
	Excellence	Integrity	Transparency	Team Spirit	Servant Leadership	
Strongly Agree: Always (%)	2 (2)	1 (1)	7 (7)	6 (6)	3 (3)	4 (4)
Agree: In Most Cases (%)	38 (36)	28 (27)	37 (35)	35 (33)	41 (39)	36 (34)
Undecided: Sometimes (%)	44 (42)	42 (40)	42 (40)	42 (40)	45 (43)	43 (41)
Disagree: On Rare Occasions (%)	21 (20)	27 (25)	16 (15)	19 (18)	13 (12)	19 (18)
Strongly Disagree: Never (%)	0 (0)	7 (7)	3 (3)	3 (3)	3 (3)	3 (3)
Total	105 (100)	105 (100)	105 (100)	105 (100)	105 (100)	105 (100)

Source: Computed from Code Manual

When examined on the basis of the above components of BU core values, Table 4a shows the distribution of faculty members of the university according to their views on the extent to which the institution has adhered to its own core values in its business relationships.

Excellence

Of the 105 faculty members included in the study, 2 or about 2%

expressed the view that the institution had always maintained a high level of excellence; 38 or 36% believed that excellence had been maintained in most cases while 44 or about 42% of the faculty members indicated that excellence had sometimes been maintained by the institution. However, 21 or about 20% of faculty members were of the view that it was on rare occasions that the institution had maintained excellence, while no faculty member was of the view that the institution had never adhered excellence.

Integrity

Only 1 or about 1% of the 105 faculty members expressed the view that the institution had always demonstrated unprecedented level of integrity; 28 or 27% believed that in most cases the institution had shown integrity in its business relationships while 42 or 40% of the respondents were of the view that integrity had been adhered to sometimes in the institution's business relationships. Further, 27 or 35% of the faculty members expressed the view that the institution adhere to integrity in rare occasions, while 7 or about 7% of the respondents believed that integrity had never been adhered to.

Transparency

7 respondents, representing about 7% of the faculty members indicated that transparency had always been adhered to in the institution's business relationships. 37 or 35% of the respondents were of the view that transparency had been observed in most cases in the institution's business relationships, while 42 or 40% of the group believed that it was only sometimes that transparency was exhibited in the institution's business relationships. But for 27 or 25% of the respondents, transparency had had a room in the institution's business relationships only on rare occasions. Yet for another group of 7 respondents representing 7% of the faculty members, transparency had never been adhered to in the business relationships.

Team Spirit

6, depicting about 5% of the respondents, believed that team spirit always held sway in the activities of the institution while 35 respondents or 33% were of the view that team spirit existed in most cases in the institution. However, 42 or 40% of the respondents indicated that team spirit obtained sometimes, while 19 or 18% of the faculty members believed that team spirit was enjoyed on rare occasions. 3 respondents held the view that team spirit never existed in the institution.

Servant-Leadership

3 of the 105 respondents were of the view that administration in the

institution had always been servant-leadership style; 41 or 39% of the respondents indicated that administration in most cases had been servant-leadership style. However, 45 or 43% of the respondents expressed the view that servant leadership style had existed sometimes. But 13 respondents (12%) held the view that servant-leadership administrative style rarely existed in the institution, and 3 or 3% believed that the administrative style was never servant-leadership.

On the average, 4% of faculty members believed that BU core values had always been adhered to; 34% were of the view that the core values had been adhered to in most cases; 41% were of the opinion that the core values were sometimes adhered to; and 18% saw adherence to such core values to be only on rare occasions, while 3% expressed the view that BU core values were never adhered to in the institution's business relationships.

It is evident from both the code manual (Table D) and distribution of faculty members according to their views on adherence to BU core values (Table 4a) that majority of BU faculty members were of the view that the institution sometimes adheres to its core values in its business relations. Consequently, it can be deduced from the foregoing that BU does not always adhere to its core values in its business relationships.

Table 4b: Distribution of Staff Members According to their Views about Adherence to BU Core Values in Practice

Response Options	BU CORE VALUES						Average
	Excellence	Integrity	Transparency	Team Spirit		Servant Leadership	
Strongly Agree: Always (%)	7 (7)	1 (1)	5 (5)	4 (4)		3 (3)	4 (4)
Agree: In Most Cases (%)	50 (47)	28 (26)	46 (44)	54 (51)		36 (34)	43 (40)
Undecided: Sometimes (%)	31 (30)	46 (44)	46 (44)	39 (37)		60 (57)	44 (42)
Disagree: On Rare Occasions (%)	17 (16)	27 (26)	7 (6)	6 (6)		5 (5)	12 (12)
Strongly Disagree: Never (%)	0 (0)	3 (3)	1 (1)	2 (2)		1 (1)	2 (2)
Total	105 (100)	105 (100)	105 (100)	105 (100)		105 (100)	105 (100)

Source: Own Computations from Code Manual

Considering the above components of BU core values, Table 4b shows the distribution of staff members of the university according to

their views on the extent to which the institution has adhered to the core values in its business operations.

Excellence

7 (7%) of the 105 members of staff that were surveyed in the study indicated that BU had always adhered to excellence; 50 or 47% believed that excellence was adhered to in most cases; 31 or about 30% of the staff members were of the view that excellence had sometimes been adhered to while 17 or 16% of the staff members believed that excellence was adhered to in rare situations. As in the case of the faculty members, no staff member was of the view that the institution had never adhered to excellence.

Integrity

Like the faculty members, only 1 or about 1% of the staff members agreed that integrity had been adhered to; 28 or 26% showed that in most cases the institution had upheld integrity in its business activities while 46 or 44% agreed that sometimes integrity had been adhered to. 27 or 26% were of the view that integrity had rarely been adhered to while 3 or 3% of the respondents believed that integrity had never been adhered to.

Transparency

5 of the staff members agreed that transparency had always been adhered to in the institution while 46 or 44% of the respondents believed that in most cases transparency had been adhered to in the institution. Another 46 (44%) believed that transparency had been adhered to only sometimes. 7 respondents held the view that transparency was adhered to on rare occasions while only one respondent believed that transparency was never adhered to.

Team Spirit

4 respondents believed that the institution had always adhered to team spirit in its business operations. 54 or 51% agreed that team spirit was in most cases adhered to in the institution while 39 or 37% held the view that team spirit was sometimes adhered to. But 5 respondents were of the opinion that team spirit was adhered to only in rare situations while 2 maintained that team spirit was never adhered to.

Servant-Leadership

3 of the respondents believed that administrative style in the institution had always been servant-leadership. 36 or 34% of the

respondents agreed that in most cases administration in the institution had been servant-leadership style. However, 60 or 57% of the respondents were of the view that administrative style had sometimes been servant leadership. 5% of the respondents expressed the view that servant-leadership style of administration was adhered to on rare occasions while 1 respondent believed that administrative style was never servant-leadership.

On the average, also 4% of staff members believed that BU core values had always been adhered to; 40% expressed the view that the core values had been adhered to in most cases; 42% were of the view that the core values were sometimes adhered to; and 12% believed adherence to such core values to be only in rare situations, while 2% expressed the view that BU core values were never adhered to in the institution's business operations.

Both the code manual (Table E) and distribution of staff members according to their views on adherence to BU core values (Table 4b) reveal that majority of BU staff members, like their faculty members counterparts, were of the view that the institution sometimes adheres to its core values in its operations. From the foregoing, therefore, it can safely be deduced that BU does not always adhere to its core values in its operations.

Correlating the Views of Faculty and Staff Members

Table 4c: Views of Faculty and Staff Members on Adherence to BU Core Values

FACULTY MEMBERS	FMVACVs	STAFF MEMBERS	SMVACVs
1	3.28	1	3.20
2	2.76	2	4.08
3	3.44	3	4.12
4	2.72	4	3.72
5	2.72	5	4.16
6	2.40	6	3.76
7	3.88	7	3.12
8	2.64	8	3.20
9	3.18	9	3.44
10	3.08	10	3.40
11	4.00	11	2.72
12	2.20	12	2.16
13	3.16	13	3.56
14	2.96	14	3.96
15	3.36	15	3.40
16	3.36	16	3.64
17	3.56	17	4.24
18	3.76	18	3.76
19	2.00	19	3.48
20	3.92	20	3.64
21	2.72	21	3.12
22	2.56	22	3.96
23	2.88	23	3.88
24	2.44	24	3.48
25	2.28	25	2.92
26	3.76	26	2.72
27	3.48	27	3.60
28	2.84	28	2.52
29	3.32	29	3.04
30	4.32	30	3.04
31	3.88	31	3.64
32	2.68	32	3.80
33	3.16	33	3.60
34	3.96	34	3.72
35	2.88	35	3.36
36	3.32	36	3.44
37	3.52	37	2.72
38	2.36	38	2.80
39	3.12	39	2.88

40	4.32	40	3.52
41	3.72	41	3.40
42	2.92	42	2.56
43	2.64	43	4.60
44	3.16	44	3.96
45	2.44	45	3.48
46	3.64	46	3.20
47	3.32	47	3.08
48	3.44	48	2.68
49	3.28	49	3.12
50	3.40	50	3.68
51	3.60	51	2.04
52	3.60	52	2.52
53	3.52	53	2.44
54	3.28	54	3.84
55	2.32	55	4.12
56	3.68	56	2.44
57	2.72	57	3.48
58	3.60	58	3.56
59	3.24	59	3.84
60	2.44	60	3.28
61	2.96	61	3.96
62	3.52	62	3.48
63	3.60	63	4.88
64	3.56	64	3.08
65	2.52	65	3.00
66	3.36	66	3.08
67	3.40	67	3.20
68	3.64	68	3.96
69	1.68	69	3.36
70	1.96	70	3.92
71	3.04	71	3.68
72	3.60	72	3.96
73	3.72	73	3.19
74	2.48	74	3.56
75	4.28	75	2.88
76	2.32	76	4.32
77	3.12	77	3.72
78	4.00	78	3.60
79	3.20	79	2.12
80	3.80	80	3.32
81	2.96	81	3.44
82	3.32	82	2.92
83	2.68	83	3.04

84	3.24	84	3.56
85	1.80	85	3.48
86	3.52	86	3.60
87	4.60	87	2.60
88	3.04	88	2.40
89	3.40	89	3.75
90	3.16	90	3.32
91	2.68	91	2.28
92	2.92	92	3.08
93	3.24	93	2.12
94	3.16	94	2.68
95	3.52	95	2.84
96	3.96	96	3.00
97	2.00	97	3.12
98	3.52	98	3.36
99	4.20	99	3.48
100	3.28	100	2.84
101	3.12	101	3.52
102	3.48	102	3.76
103	3.80	103	3.52
104	2.92	104	3.20
105	3.12	105	4.16

Source: Computed from Code Manual

Note: FMVACVs = Faculty Members' Views on Adherence to Core Values

SMVACVs = Staff Members' Views on Adherence to Core Values.

Correlation Matrix

		FMVACVs	SMVACVs
FMVACVs	Pearson Correlation	1.000000	-0.115935
	Number of Respondents	105	105
SMVACVs	Pearson Correlation	-0.115935	1.000000
	Number of Respondents	105	105

Source: E-Views Output

The correlation matrix shows that the correlation coefficient is -0.115935. This implies that, on the average, a weak negative correlation exists between the views of faculty and staff members about adherence to the core values in Babcock University. But whatever the correlation between the views, it is noteworthy that ethical climates can, as opined by McKendall et al. (2002: 367), “serve as a modifier of motive and opportunity, either

prompting or discouraging organisations from engaging in illegal behaviour”, including adherence to institution's established core values. Notwithstanding, since majority of both faculty and staff members included in the survey were of the view that the institution sometimes adheres to its core values in its operations and business relationships, it can then be deduced that these groups of respondents differ on the components of BU core values which they hold the view that the institution sometimes adheres to. Therefore, the relevant hypotheses in this are the alternative hypotheses.

CONCLUSION AND RECOMMENDATIONS

This study has examined the views of faculty and staff members of Babcock University on adherence to core values of the university. Based on the analysis and findings, the study concludes as follows:

- Babcock University sometimes adheres to its core values. This implies that there are other times when the university ignores its core values in its operations and business relationships.
- Views of faculty and staff of the university on adherence to core values are negatively correlated. The possible explanation for this is that faculty and staff members differ in their views on the components of BU core values the institution adheres to.
- Only a negligible proportion of faculty and staff members believe the institution has always adhered to its core values.
- Servant-leadership style and excellence rank first and second respectively, and the others rank third, in the “sometimes” rating of adherence to core values.
- It is not always that BU adheres strictly to its core values.
- BU never abandons its core values completely.

Consequently, the study recommends as follows:

- BU should endeavour not to ignore any of the components of its core values.
- The negative correlation paints a picture of opposing views on some components of BU core values. The university should adopt middle of the road approach to induce harmonized views on them.
- BU should improve on its adherence to its core values to at least achieve more of “in most cases” ranking than the other rankings.
- BU should incorporate democratic principles in its servant-leadership style to engender all inclusive administrative community.

Functional communication channels should be opened to avoid

ignorance and uninformed views about adherence to the core values.

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