

March 2023 Issue



Department of
Business Administration,
Faculty of Arts and Social Science,
Gombe State University.

VOLUME 03, NO 1

ISSN ONLINE- 2756-4932

ISSN PRINT- 2756-4940

CREATIVE BUSINESS RESEARCH JOURNAL (CBRJ)



Creative Business Research Journal (CBRJ)

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Publication Frequency

Two times in a year

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Department of Business Administration, Gombe State University

ISSN:

Print- 2756-4940

Online- 2756-4932

CBRJ url

Website: www.gsu.edu.ng

E-mail: cbrj@gsu.edu.ng, hod.bus@gsu.edu.ng

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Moderating Role of Women Entrepreneurial Leadership on the Relationship between Trust and Performance of SMEs in Nigeria: A Proposed Framework

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Dates:

Received: 11 Nov., 2022

Accepted: 14 Jan., 2023

How to cite this article:

Abubakar, A. A., Aliyu, M. S.,
Maiyaki, A. A.. (2023).
Moderating Role of Women
Entrepreneurial Leadership on
the Relationship between Trust
and Performance of SMEs in
Nigeria: A Proposed
Framework. *Creative Business
Research Journal* 3(1), 1-8

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Abstract

Following a thorough review of the literature, a framework is proposed to investigate the relationships between trust and SME performance, with female entrepreneurial leadership serving as a moderating variable. A questionnaire will be used to collect data from SME owners and managers in seven Nigerian north-western states. Registered SMEs will constitute the population; the study intends to use convenience sampling techniques. Partial least squares structural equation modelling (PLS-SEM) using smart-PLS version 4.0 as an inferential statistical tool for data analysis will be employed. The proposed framework would help toward a better understanding of the relationship between the study variables. The framework will, however, require practical or empirical testing to validate the proposed relationships. The managerial implication of the proposed study is that the federal and state ministries of commerce, trade, and industries, SMEDAN, SME owner/managers, and other stakeholders will benefit from the study's outcome, which will also serve as a framework for future research.

Keywords: Trust, SMEs, Performance, Women, Entrepreneurial Leadership

1.0 Introduction

Small and medium-sized enterprises (SMEs) are the backbone of any country because they help create jobs, wealth, and contribute to the growth and diversity of many economies. According to Aldeyel, Mashaland Mudiguigh (2021), formal SMEs contribute up to 60 percent of total employment and up to 40 percent of national income (GDP) in emerging economies,

which is expected to be higher if they consider the informal sector. In addition to this, Al-Mahrouq (2020) estimated that in the next 15 years, over 800 million workers will be required, especially in Asia and sub-Saharan Africa, through SME activities. Because of their large number and proportion of workforce participation, SMEs have a significant impact on the economies of their respective countries. The sector employs the vast majority of people and firms, particularly in developing countries. They are the driving force behind economic development and have a huge effect on these countries' economies (Ahmad, 2012; Al-Hakimi & Borade, 2020; Cicea et al., 2019). In the Gulf region, SMEs form the backbone of the private sector, accounting for 90 percent of all commercial operations (Genc et al., 2019), 80 percent of total employment, and 60 percent of GDP (PWC report, 2019). As a result, strengthening the competitiveness of SMEs in emerging markets is critical for their economic development. SMEs now provide a substantial share of current employment and future growth prospects in many countries worldwide. Most of the Gulf countries, whose revenue is highly dependent on petroleum products, have to use SMEs in search of alternatives to sustain and grow their economies.

Saleh, Azmin, and Saraib (2021) define SMEs as "any enterprise with an independent commercial registration that has less than 249 employees and less than SAR 200 million in revenue." According to the Ministry of Labor and Social Development, Saudi Arabia's SMEs contribute about 22 percent to the kingdom's GDP, compared to 70 percent in some economies. The contribution of SMEs to exports is only 5 percent in Saudi Arabia. About 34 percent of Saudi workers were employed in small and medium enterprises (SMEs), which

constitutes almost 90 percent of all the business enterprises. Nearly 85 percent of these SMEs are single-proprietor companies. Almost 74 percent of SMEs are in trade and construction businesses, followed by the industrial sector. The contribution of SMEs to GDP stands at 33 percent, which is lower compared to other developing economies but higher compared with many GCC countries in the last couple of years.

Despite the fact that some scholars have identified a strong positive correlation between trust and business performance (Podsakoff, Todor, & Skoy, 2002), the anecdotal research conducted on trust and business performance produced mixed findings, complicating efforts amongst both academics and practitioners to conclude on the real effects of the constructs upon business performance (Shehu & Mahmood, 2014; Arham, Norizan, Muslim, & Aksan, 2020). The number of study gaps in the literature showcases the need for a study between the constructs under study. Al-Mamuni, Ibrahim, Bin, and Fazal recommended the inclusion of any possible moderator between the independent variable and the dependent variable and recommended the replication of the study in another context other than Malaysia. This is supported by the study of Paudel (2020), which also calls for moderator inclusion and the use of large samples. Other recommendations include those of Zeb, Jan Ihsan, and Shah (2019); Saleh, Azmin, and Sariab (2021). Based on the above suggestion and other theoretical bases, the study intends to investigate the moderating effects of female entrepreneurial leadership on the relationship between trust and performance of SME in the context of Nigeria.

Therefore, the present study is an attempt to provide a conceptual look at trust in BP with

the possible moderation of female entrepreneurial leadership. Thus, the paper is organised as follows: Section two provides a review of related literature, and section three is about the conclusion and recommendations for future studies.

2.0 Literature Review

2.1 Trust and Performance

Trust is defined as the positive expectations individuals have about the intent and behaviours of multiple organisational members based on organisational roles, relationships, experiences, and interdependencies (Zalabak et al., 2000). In many cases, the existence of trust between members of an organisation may provide the basis for a competitive advantage or a distinctive organisational competence (Zanini & Migueles, 2013). Trust is important for performance and the well-being of the members of an organisation in times of crisis (Mishra, 1996). The presence of trust may promote a culture of knowledge sharing and knowledge transfer (Sandhawalia & Dalcher, 2011). On the other hand, lack of trust was cited as an important reason for employees not to share their knowledge and experience with other organisational members (Currie & Kerrin, 2003; Gharakhani & Mousakhani, 2012; Holste & Fields, 2010). Evidence from the literature showed that trust could play a mediating role in sharing, obtaining, and transferring knowledge (Levin & Cross, 2004; Niu, 2010). Therefore, this study extends the existing literature and attempts to examine the mediating role of trust between knowledge process capabilities, knowledge infrastructure capabilities, and organisational performance.

The existence of trust is important to promote organisational knowledge sharing (Sandhawalia & Dalcher, 2011). Trust

facilitates the processes of KM such as sharing, transferring, and obtaining (Holste & Fields, 2010). The absence of trust affects the willingness of employees to share their tacit and explicit knowledge (Currie & Kerrin, 2003; Gharakhani & Mousakhani, 2012; Holste & Fields, 2010). Previous studies have found that trust could facilitate the organization's ability to enhance relationships, collect information related to market and technology development, and establish beneficial knowledge sharing internally and externally (Romijn & Alabaladejo, 2002; Abidin-Mohamed et al., 2014). Collaboration, interaction, and the exchange of knowledge are all enabled once the organisation creates a culture of trust (Miles, 2007). Levin and Cross (2004) found that trust could play a mediating role in knowledge transfer. It is also found to partially mediate the relationship between industrial cluster participation and knowledge acquisition (Niu, 2010). In the online business environment, trust has been employed as a mediator of relationships between behavioural intentions and individual characteristics in online environments and information technology (Gefen & Straub, 2004; Kim & Park, 2013). Thus, in this study, trust is expected to play a direct role in the performance of SMEs in Nigeria.

2.2 Women Entrepreneurial Leadership as Moderator

Entrepreneurial leadership (EL) has become an issue of great interest to many researchers in recent years. The concept of EL is becoming increasingly important because organisations must be more entrepreneurial to improve performance and capacity for adaptation and long-term survival (Zeb, Jan, and Ihsan Shah, 2019). Entrepreneurial leadership (EL) is a combination of leadership and entrepreneurial aspects

(Saleh, Azmin, & Saraib, 2021). Aspects of leadership in general include the power and ability to induce, stimulate, and direct organisational members to be willing and able to synergistically carry out tasks in order to achieve stated organisational goals. Entrepreneurship involves business management, networking, innovation, and the willingness to take risks (Bateman & Snell, 2015; Tahmasebifard et al., 2017; Paudel, 2020). Renko (2018) defined EL as "the activity of influencing and directing the performance of group members toward the achievement of organisational goals, including the identification and utilisation of opportunities." Al-Mamuni et al. (2018) argued that EL is based on leaders who create, identify, and exploit opportunities in innovative ways and are ready to take risks (Naushad, 2021). Fontana and Musa (2017) convey that EL is about influencing others towards goals through effective communication to recognise opportunities and share visions about future possibilities. In this study, "aut WEL" means the woman or a group of women who initiate, organize, and operate a business enterprise. A woman entrepreneur is therefore a confident, creative, and innovative woman desiring economic independence individually and simultaneously creating employment opportunities for others. Several studies were conducted on the relationship between entrepreneurial leadership and performance, and the results appeared to be mixed. Naushad (2021) examined EL among SMEs in the Kingdom of Saudi Arabia. A survey questionnaire is used with PLS-SEM as a method for analysis. The findings of the study indicated a strong and positive relationship between the constructs. Kautsar, Asandimitra, and Aji (2018), in their empirical study on the effect of self-efficacy and on SME performance in the context of Tanzania, used the theory of planned

behavior. The study used a survey questionnaire and the multiple regression method for data analysis. The findings of the study established a significant and positive relationship between the constructs. Similarly, Ahmed and Azeem found a partial mediating effect of EL on the relationship between EO and FP in Punjab, Pakistan. However, other studies with similar findings include those of Al-Mamuni, Ibrahim, Bin, and Fazal (2018); Arham, Norizan, Muslim, and Aksan (2020); Paudel (2020); and Zeb, Jan, Ihsan, and Shah (2021), respectively. In contrast, none of the above studies was able to establish an indirect relationship between trust and SME performance with women entrepreneurs as moderators.

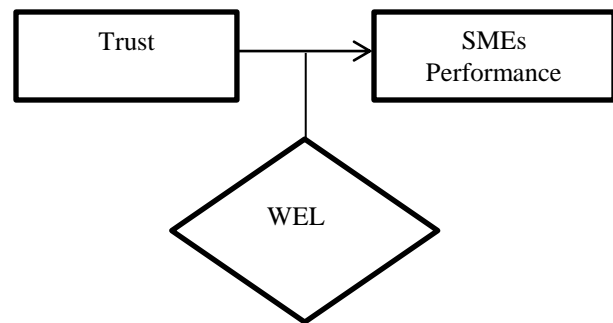


Figure 1: Proposed Research Framework

The proposed framework above is an attempt at incorporating WEL variable to strengthen the association between trust and SMEs performance

3. Conclusion

The paper proposed a model of the association between trust and SME performance with the moderating variable of women's entrepreneurial leadership. The paper began with an introduction, where background information on the study variables was presented. It followed with a problem statement in which both the theoretical and methodological gaps underlying the need for the study were identified. The literature review established

the relationship between each of the study's independent variables and the dependent variable; the possibility of including WEL as the moderating variable is discussed. The proposed model was then presented. The paper suggests conducting an empirical study of the relationship between trust and SME performance in Nigeria, using WEL as a moderating variable.

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SURVEY QUESTIONNAIRE

MODERATING ROLE OF WOMEN ENTREPRENEURIAL LEADERSHIP ON THE RELATIONSHIP BETWEEN TRUST AND PERFORMANCE OF SMEs IN NIGERIA

I am currently conducting a survey titled: Moderating role of women entrepreneurial leadership on the relationship between trust and performance of SMEs in Saudi Arabia. The researcher solicits for your kind cooperation and assistance to participate in the survey. The researcher assures you that your identity and the information given will be confidentially handled and use for research purpose. Please contact the researcher for any enquiry about this work.

SECTION A: DEMOGRAPHIC INFORMATION

DM01 Age: 20-30 Years [] 31-40 Years [] 41-5 [] 51-60 [] Above 60 []

DM 02 Gender: Male [] Female []

DM03 Level of Education: Primary cert. [] Secondary cert. [] Diploma [] BA/BSC and above []

DM04 Marital status: Married [] Single [] Divorced [] Widowed []

DM05 Number of Employee:

Less than 10 [] Between 10–49 [] Between 50–119 [] 200 and above []

DM 06 Years in Operation:

Below 5 years [] Between 5 – 10 years [] Between 11 – 15 years [] Between 16 – 20 years []
30 years and above []

DM 07 Ownership of the Organization: Individual [] Partnership [] Joint Venture [] Others []

SECTION B

In this section, we are interested in your assessment about the actual performance of your firm. Please read the following statement and circle the number that most accurately reflects your opinion on each statement. **1= Strongly Dis Agree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree**

FP01	Over the past few years, our firm have being recording success	1	2	3	4	5
FP02	Our firm profit have improved over the past few years	1	2	3	4	5
FP03	Over the past few years our employee's satisfactions have improved.	1	2	3	4	5
FP04	Over the past few years our customer's satisfactions have improved.	1	2	3	4	5
FP05	Over the last few years our firm's social performance have improve.	1	2	3	4	5
FP06	Over the past few years our firm's performance in environmental protection has improved.	1	2	3	4	5

SECTION C

In this section, we are interested in your assessment about the Trust in the Saudi Arabian SMEs. Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

TR01	This person is very capable of performing his/her job.	1	2	3	4	5
TR02	This person is known to be successful at things he/she tries to do.	1	2	3	4	5
TR03	This person has much knowledge about the work that needs to be done.	1	2	3	4	5
TR04	I feel very confident about this person's skills.	1	2	3	4	5
TR05	This person is well qualified for his/her role or function in the team.	1	2	3	4	5
TR06	This person is very concerned about my welfare.	1	2	3	4	5
TR07	My needs and desires are very important to this person.	1	2	3	4	5
TR08	This person would not knowingly do anything to hurt me.	1	2	3	4	5
TR09	This person will go out of his/her way to help me.	1	2	3	4	5
TR10	This team member has a strong sense of justice.	1	2	3	4	5
TR11	I have never had to wonder whether this team member will stick to his/her word.	1	2	3	4	5
TR12	This team member tries hard to be fair in dealings with others.	1	2	3	4	5
TR13	This team member's actions and behaviors are not very consistent.	1	2	3	4	5
TR14	I like this team member's values.	1	2	3	4	5

SECTION D

In this section, we are interested in your assessment about the Women Entrepreneurial Leadership in Saudi Arabian SMEs. Please read the following statement and circle the number that most accurately reflects your opinion on each statement.

WEL01	Women often utilise good opportunities in leadership	1	2	3	4	5
WEL02	It is easy to understand the women's leadership style in Saudi SMEs	1	2	3	4	5
WEL03	Our firm is satisfied with the level of leadership commitment from women entrepreneurs	1	2	3	4	5
WEL04	Our firm survive competition despite leadership roles played by women entrepreneurs	1	2	3	4	5
WEL05	Our level of success is influence by women entrepreneurs' leadership styles	1	2	3	4	5
WEL06	In Our firm women entrepreneurs encourage participation in decision making	1	2	3	4	5
WEL07	The level of our profitability is affected by the nature of women entrepreneurship styles	1	2	3	4	5

Thank you

Emotional Intelligence as a Moderating Effect on the Relationship between Cognitive Dissonance and Investors' Decisions

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Dates:

Received: 7 Sept., 2022

Accepted: 12 Oct., 2022

How to cite this article:

Frank, M. M., Dabo, Z. D., & Bello, M. I. (2023). Emotional Intelligence as a Moderating Effect on the Relationship between Cognitive Dissonance and Investors' Decisions. *Creative Business Research Journal* 3(1), 9-21

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Department of Business Administration

Abstract

The study examines emotional intelligence as a moderating effect on the relationship between cognitive dissonance and investors' decisions. The study formulates three hypotheses and applies Multiple Regression Technique to analyse emotional intelligence as a moderating effect on the relationship between cognitive dissonance on investors' decisions. The independent variable is cognitive dissonance, while investor decisions are dependent variable and emotional intelligence is the moderating variable. Primary data was used. The data was collected from the individual shareholders of John Holt Plc, Dangote Sugar Refinery Plc through adapted questionnaires, the sample size was 383. The collected data was analysed by using Smart-PLS Version 3. The findings of the study showed that cognitive dissonance effects have a significant effect on investor decisions, while, emotional intelligence has a significant effect on investor decisions and emotional intelligence has a significant effect moderate cognitive dissonance and investor. The study recommends investors attempt to be conscious of cognitive dissonance that influences their decision-making. They will be able to overcome the unfavourable consequences in their decision-making process.

Keywords- *Emotional intelligence, Cognitive dissonance, investors' decisions, effect and Techniques*

1.0 Introduction

Making investment decisions is one of the most important difficulties facing the financial markets nowadays. Making investment choices involves using a variety of fundamental and analytical techniques. But occasionally, people become impatient and behave recklessly (Ciarrochi et al., 2000, 2001).

Choosing the optimal alternative for an investment is a cognitive process (Bhatia et al., 2020). Investors do not always have the same information or assess it in the same way, which leads to bad or contradictory investment decisions (Babajide et al., 2012; Toma, 2015). Investor decision-making is influenced by the apparent impartiality of an investment offer (Sanfey et al., 2003).

Financial analysis, which is based on the present value of future cash, or technical analysis, which is based on previous prices, are two factors that every investor uses to make investment decisions. The real investing decisions, on the other hand, are based on cognitive and emotional aspects (Afreen, 2019). The fundamental reason of such behavior is behavioral biases, which are rarely addressed in traditional finance. Investors who understand behavioral biases could be able to generate more money (CFA, 2019). Psychological and feelings of shareholders (Kahneman & Tversky, 1979) impact their decisions, resulting in a bias, which explains why they behave recklessly (Zaidi & Tauni, 2012). Biases, according to Shefrin (2007), are predispositions to make mistakes. A bias is hence a propensity to rely judgments on preexisting ideas. Behavioral biases are used in behavioural finance to explain why investors act recklessly (Kahneman & Riepe, 1998). Investors are prone to biases, errors, and illusions due to their incapacity to evaluate entire information (Shefrin, 2010). Behavioral biases, in particular, might impact erroneous investing decisions (Bhatia et al., 2020).

The capacity to discern one's own and other people's emotions, to also differentiate between them, to properly classify them, and to utilize affective understanding to guide cognition and behavior is known as emotional intelligence. In such cases, a

single fatal error could cause investors to suffer substantial losses. Emotional intelligence according to (Salovey & Mayer, 1989; Mayer & Salovey, 1993; Caruso et al., 2002) is a human trait that has a significant impact on investing decisions. Emotional intelligence, according to Goleman (2006), can occasionally aid investors in making smart decisions. Emotional intelligence, according to Mayer et al., (1999) satisfies traditional cognitive ability standards. Emotional intelligence is a significant forecaster of optimal investing strategies and is often refer as a critical device for improving individual effectiveness while engaging with others (Quinn & Wilemon, 2009). Emotional intelligence, in conjunction with behavior of investors, aids in the regulation of subjective awareness and comprehension of sentiments (Lu et al., 2011), both of which are critical psychological variables in making the best investment decision.

Different elements that can be essential in the success of a business have been identified through research (Aga et al., 2016). Existing study has established various gaps that must be addressed regarding the function of cognitive dissonance enablers in investor decisions, cognitive dissonance, emotional intelligence, and investor decisions.

First, the stock markets have received a lot of attention in the cognitive dissonance literature (Jamil & Bashir, 2021; Afriani & Halmawati, 2019). However, few studies have looked into the link between cognitive dissonance and investor decisions (Afreen, 2019). Klein and McColl (2019) looked at Cognitive dissonance: How self-defence-related biases can impair expert assessment, whereas Hammes (2021) looked at cognitive dissonance: how self-protective distortions do impair expert judgment. In their initial

attempt to determine the influence of cognitive dissonance on shareholders' decisions with a moderating role of emotional Intelligence, Jamil and Bashir (2021) established a significant link, the study was conducted in Pakistan.

Second, there is no study on the subject matter to the best of the researchers' knowledge and according to a search on the Web of Science. Bankole (2019) examined the effect of cognitive errors on Investors' decision making processes, and none with emotional intelligence as a moderating influence on the link between cognitive dissonance and investor decisions. As a result, this is one of the first studies to look at emotional intelligence as a moderating influence in the relationship between cognitive dissonance and investor decisions in Nigeria.

Thirdly, research on the link between cognitive dissonance and investment decisions is still in its early stages (Ms Joshi & Ms Agrawal, 2021). The effect of cognitive dissonance bias on investors' decisions: moderating effect of emotional intelligence was the recent research (Jamil & Bashir 2021), they utilized SPSS to analysis their research data. While the regression model in this investigation was run using Smart-PLS.

Despite the fact that investment evaluation has gotten a lot of emphasis, scholarly study on behavioral determinants has been scarce (Gurdgiev & O'Loughlin, 2020). The research seeks to determine emotional intelligence as a moderating effect on the relationship between cognitive dissonance and investors' decisions which has not been conducted before in Nigeria based on the aforementioned knowledge gaps. The phases of cognitive dissonance and emotion can inhibit logical investment decision-making. This study shows how cognitive dissonance

influences investor's capacity to achieve psychological sensitivity judgments using factual proof.

Literature Review and Hypotheses Development

An individual's investor decision is his or her determination of where, when, and how much capital to spend in order to make a gain. In terms of diversity and trading frequency, investment decision-making varies with time. For investment decisions, however, an effective decision-making method is required. Investors with more experience and age prefer high diversification, low-risk portfolios, and fewer trades, and this investment competence deteriorates as they approach 70 years (Korniotis & Kumar, 2010). The formulation of an efficient investment return plan is the foundation for the dependability of investment decisions (Rutkauskas & Stasytyte, 2008). It is not essential for agents to act rationally in certain areas of the decision-making process that are currently unknown (Scalliet et al., 2008). Because investors do not know the final outcome of their investing decisions, they need to know the combined distributions that depict alternative outcomes (Weber, 2005).

Whenever new knowledge opposes earlier notions, or if two competing concepts are in one's head, cognitive dissonance arises. Festinger (1957) was the first to introduce the concept of cognitive dissonance. Cognitive dissonance bias is a psychologically distressing state that can lead to cognitive mistakes, erroneous decisions, and erroneous thinking (Evans, 1983). Shareholders' cognitive dissonance is highlighted by Goetzmann (1997) when they keep a failed investment scheme. Because some types of cognitive bias has a significant impact on Shareholders' vulnerability assessments and how each

cope with hazards connected with their decisions, researchers are increasingly interested in identifying how individual cognitive bias affects them (Simon et al., 2000). In addition, Pompian (2006) describes Cognitive dissonance as a behavioral phenomena that occurs where new knowledge conflicts with previously held ideas and conceptions, causing emotional pain as a result of the discrepancy.

Emotional intelligence is described by Zeidner, Roberts, and Matthews (2009) as a set of capacities, abilities, and abilities for controlling feeling and emotion experiences. Emotional intelligence by Salovey & Mayer, 1989; Mayer & Salovey, 1993; Caruso et al., 2002 is a human attribute that plays a crucial influence in investment decisions. Investors with strong emotional intelligence, according to Goleman (2006), adopt better decision-making techniques.

Guo (2017) investigates investor behaviour: an examination of investor sentiment and cognitive dissonance. The objective of the research is to determine the impact of investor empathy and cognitive dissonance on investment behavior. According to the finding, it revealed that cognitive dissonance appears to be a crucial factor in understanding these two discrepancies across countries and cultures.

Chung and Cheng (2018) studied how does cognitive dissonance affect the sunk cost effect. The objectives of this study were to investigate how sunk costs influence people's desire to continue to invest in a bad project, as well as the role of cognitive dissonance in the sunk cost effect. The findings reveal that cognitive dissonance has no influence on the link across sunk costs and ability to continue a risky venture.

Afriani and Halmawati (2019) the goal of the study is to see if cognitive dissonance bias, overconfidence bias, and herding bias all have a significant impact on stock investment decision making. Simple random sampling was used as the sample method. 133 questionnaires in all were received, and processed in good condition. The results reveal that cognitive dissonance and overconfidence bias has no influence on stock investment decisions when utilizing multiple linear regression approaches. Herding bias influences stock investment decisions in a positive and important way.

Kipsaat and Olweny (2020) examined the Influence of Behavioral Biases on Professional Investment Decision in Kenya. The goal of this study was to see how behavioral biases influenced professional investment decisions in Kenya. Cognitive dissonance, optimism, hindsight, and status quo biases were studied. The study employed a cross-sectional research methodology, the core information gathered from surveys and consultations. The study discovered that cognitive dissonance, optimism, hindsight, and status quo biases all influence professional investors' decisions.

Raheja and Dhiman (2020) analysis how do investors' behavioral biases and emotional intelligence affect their decision-making while making investments? Purposive testing approach was applied. The study found a strong correlation between financial specialists' conduct tendencies and investors' choice of venture, as well as a strong correlation between finance experts' optimistic perspective and investors' choice of investment. The business decisions made by the monetary expert are associated with the speculator's remorse and negligence, among other parts of conduct. Consideration, emotional intelligence, drive,

empathy, and social skills are among the numerous evaluations of eager comprehension linked to monetary professionals' hypothesis selections.

Rajapaksha and Sugathadasa (2020) the impact of behavioral characteristics on CSE investors' investment decisions was studied in this study. A structured questionnaire was issued to 62 investors on the Colombo Stock Exchange, and the sample was drawn from investors in the Anuradhapura district using a suitable sampling technique. According to the findings, conservatism bias and familiarity have a positive and significant impact on investment decision-making. Furthermore, mental accounting and cognitive dissonance have no discernible effect on investment decisions. Hence, it leads to the development of hypotheses one.

HO1: Cognitive Dissonance has no effect on Investors Decisions.

Fazal Hadi (2017) studied the effect of emotional intelligence on investment decision-making, with the role of financial literacy as a moderator. The study discovered there is connection between emotional intelligence and investment decision making, as well as a link between financial literacy and investment decision making. Furthermore, when the study looked at these two interactions in the context of financial literacy, the link between emotional intelligence and investment decision making became even stronger and more significant. The findings show that in order to make sound investing decisions, investors must be able to regulate their emotions. Furthermore, investor financial knowledge moderates this link. In addition to what was discovered in the study; investors' decisions may be influenced by additional aspects that need to be investigated.

Jamil and Bashir (2021) the research goal were to look into the impact of cognitive dissonance on investor decision-making, with a focus on the role of emotional intelligence as a moderator. This study shows how cognitive dissonance influences an investor's capacity to make psychological informed judgments using empirical evidence. The investigation is based on primary data. The data from the sample was collected via a questionnaire. To evaluate the direct association between cognitive dissonance and investor decision-making, simple regression was employed; to investigate the moderation effect of emotional intelligence, simple regression is utilized. All of the study's findings have been proven to be significant. Hence, it leads to the development of hypotheses two.

HO2: Emotional Intelligence does not moderate the relationship between Cognitive Dissonance and Investor Decisions.

The study adopted the Planned Behavior Theory by Ajzen (2002), he developed the theory of planned behavior (TPB) as a connection within beliefs and behaviours. Ajzen (2002) intended this as an improvement on the earlier predictive power of the reasoned action theory of 1980. The reasoned action theory defines behavioural motive to be the ultimate motivator for persons to execute the behavior. In addition, behavioural intent is a feature of two influencing factors namely, attitude toward the behavior (AT) and subjective norm (SN) relevant to behavioural conduct (Ajzen & Fishbein, 1980).

Ajzen (2002) introduced additional component to the initial to solve this constraint TRA model Perceived behavioural control (PBC) implementing the theory of planned behavior. Perceived behavioural control is characterized as one's impression of simplicity or

difficulty/anomaly in performing the behavior concerned, related to the presence or lack of the resources and possibilities available (Ajzen, 2002).

The three core elements of TPB in explaining behavior, several research had reported attitude towards behavior, subjective norm and perceived behavioural control (Sommer, 2011). Planned behavior theory has been commonly utilized for predicting market actions (Krueger & Carsud, 1993). The degree to which a person has a favorable or unfavorable attitude concerning a certain conduct demands consideration of the effects of carrying out the act. Subjective norms the effect of others' perceptions on a person's decision to engage in a specific conduct is related to cognitive dissonance which refers to the emotional distress that occurs when two opposing views, values, or attitudes are held. investors seek stability in their views and beliefs; therefore, this disagreement might make them experience uneasy or uncomfortable when making decisions. Perceived behavioural control which is the impression of the complexity of implementing a habit or action.

In the short term TPB demonstrates, according to (Ajzen, 2005), that people plan to execute conduct once they judge it favorably, once they feel social obligation to executives it, and once they feel they possess the means and resources to do so. Such understanding of motivation suggests the likelihood of describing the key variables affecting the taking of decisions of an investor of John Holt Pls and Dangote Sugar Refinery Plc.

Research Methodology and findings

The sample consists of investors who have made investments in these two conglomerates cooperation operating in

Nigeria which are: John Holt Plc and Dangote Sugar Refinery Plc. Distributed a total number of 383 questionnaires. A total of 340 questionnaires were returned, with 320 of them being useable; thus, the response rate was 70%. The researcher used the convenience sampling approach, which is the most effective method for collecting data from respondents (Luong & Hu, 2011). The demographics of the participants are covered in the first section of the questionnaire, cognitive dissonance bias is covered in the second half, and emotional intelligence is covered in the third part. The investor's decision was based on the last section of the questionnaire.

Measurement of Variables

All of the variables' item scales were adapted from previous research. The researchers utilized a 5-point Likert scale with a range of strong disagreement to strong agreement. The measurement for Emotional Intelligence (the moderator) was adapted from Wong & Law (2002) study, it was used to create a six (6) scale questions to assess emotional intelligence. There were six (6) components in this item that measured emotional intelligence. Using a scale adapted from Athur (2014), a six (6) items for cognitive dissonance questions and equally, administered six (6) items for the measurement of Investors decisions w adapted from the study of Usmanarshad (2018).

Data Analysis

Smart PLS 3 was used to conduct a thorough analysis of the data, which included the Structure Equation Modeling (SEM) approach. The researchers look into the correlation between cognitive dissonance with investor decisions, as well as to see if there was a moderating effect of emotional intelligence on cognitive dissonance and

investor decisions. Because of the lack of data normality (e.g., studies using cognitive dissonance, investor decisions likely to have non-normal data) and the inability to assure correct model specification, Smart PLS is used (Wong, 2013).

It's worth noting that in a structural equation model, There are two related models: the inner model and the outer model. The connections between each residual variable's independent and dependent are specified in the inner model, whilst the connections between the latent variables and their observable indicators are specified in the outer model (items). As a result, a variable can be classified as either exogenous or endogenous. Exogenous variables (independent variables) have path arrows heading outside but no path arrows leading

to them, whereas endogenous variables (dependent variables) have at least one path leading to them, reflecting the impact of other factors.

Reliability and Validity Test

Table 2 lists the validity and reliability of each construct used in this study's outer model. It displays the construct reliability and average variance extracted (AVE) values, which demonstrate the constructs' convergent validity. The values show that all of the variables' construct reliability is more than 0.7, which is the acceptable criterion for internal consistency. Furthermore, the average variance extracted values for each construct are higher than 0.5, showing that the data is convergent valid (Hair et al., 2017).

Table 2: Construct Reliability and Convergent Validity through AVE

Constructs	No of items	Mean	Std Dev	Construct Reliability	Average Variance Extracted (A VE)
CD	6	3.1202	0.848	0.860	0.607
EI	6	2.2663	0.812	0.923	0.667
ID	6	3.1268	0.756	0.905	0.613

Source: Smart-PLS

Table 3 also shows the discriminant validity of the data using the method proposed by Fornell and Larker (1981). The square root of average variance extracted values is represented by the numbers in the diagonal, the relationships between the variables are represented by the remainder values. All of the diagonal average variance extracted values are bigger than the links, indicating that the data is discriminantly valid. The

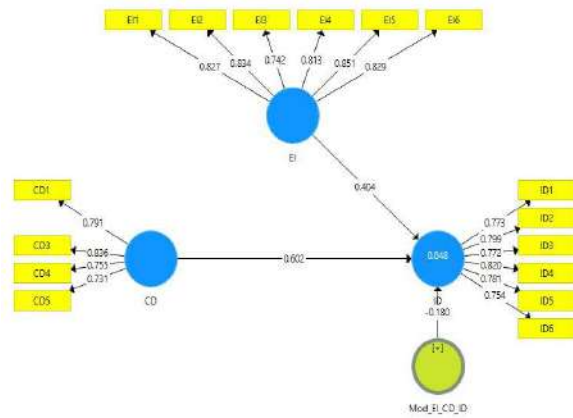
study verified the cross-loadings of all the items to confirm discriminant validity. The cross-loadings were suitable and above 0.7 for each relevant component of a particular variable. Items with a loading of less than 0.7 were eliminated from the model, cognitive dissonance item CD 2 and CD5 were deleted because befall below the acceptable threshold. Figure 4 summarizes the Factor/cross-loadings.

Table 3: Discriminant Validity

	CD	EI	ID
CD	0.779		
EI	0.466	0.817	
ID	0.845	0.689	0.783

Source: Smart-PLS

Figure 4: Factor Loading



The study examined if the data had any multicollinearity issues after checking the outer model's dependability and validity. The variance inflation factor (VIF) values were evaluated for both inner and outer models. The criterion stipulates that variance inflation factor values must be less than 5, showing that there is no problem with multicollinearity; our model's values are between 1.528 and 2.594 which are less than the 5 threshold (Cohen, 2003) table 5 display the VIF.

Table 5: Variance Inflation Factor (VIF)

	VIF
CD1	1.528
CD3	1.679
CD4	2.52
CD5	2.408
EI1	2.456
EI2	2.594
EI3	1.966
EI4	2.583
EI5	2.745
EI6	2.428
ID1	1.958
ID2	2.328
ID3	1.854
ID4	2.503
ID5	1.997
ID6	1.856

Source: Smart-PLS

As a result, there is no possibility of any multicollinearity-related issues. Following that, regression a test on the inner model was ran. The overall model fitness was found to be 85%, which is depicted by the value of R squared with the Q2 values were calculated it stand at 49% and indicates a strong model fit. For a minimum contribution, the F squared values for each

variable ought to be at minimum 0.02; for a moderate contribution, they should be larger than 0.15; and for a high contribution, they should be greater than 0.35. The data revealed that all variables' F squared values (F2=1.631 and 0.79) were higher than the threshold value, demonstrating that all factors affected R squared.

Path Coefficients

Table 6 and figure 6 provides an overview of the overall regression findings as well as the hypothesis' validation. With 5000 re-samples, the bootstrapping approach was applied, and a t-test was used. Also, the Q Squared (Geisser Criterion value) is 0.488, which is greater than 0 (zero), implying that the model's latent variables have a good predictive capacity (Yi et al., 2011).

Figure 6: Model bootstrapping

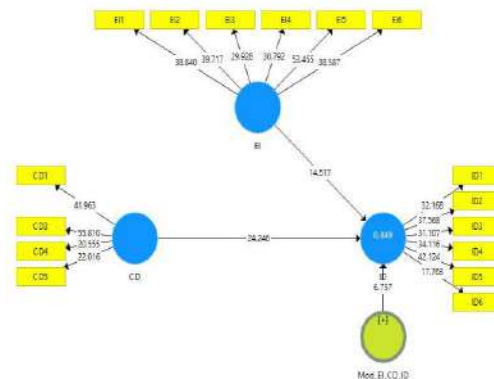


Table 6: PLS Structural Model Results

	Coefficient	Standard Deviation	T-Statistics (O/STDEV)	P Values
CD -> ID	0.606	0.025	24.246	0.000
EI -> ID	0.400	0.028	14.517	0.000
Mod- EI_CD -> ID	-0.179	0.027	6.757	0.000

Source: Smart-PLS

Table 6 displays all of the regression routes, their relative significance, and the standard deviation values for all of the variables. According to our first hypothesis, the first path is from cognitive dissonance to investor decisions, which has a direct association that has been shown to be positive and significant at p-value of 0.000, beta value of 0.606, STDEV 0.25, T-statistic 24.246 H1 is rejected. The outcome is in line with the findings of Guo (2017) and Kipsaat and Olweny (2020) on the other hand, contradicts the findings of Chung and Cheng (2018), Afriani and Halmawati (2019) and Rajapaksha and Sugathadasa (2020) that cognitive dissonance has no significant influence on investor decisions.

Equally, a positive, significant at p-value of 0.000 with beta value of 0.400, STDEV 0.028 and t-statistics of 14.517, association between emotional intelligence and investor decisions. The result is in consonance with the study of Fazal Hadi (2017) and Raheja and Dhiman (2020) that emotional

intelligence has significant effect on investor decisions.

The study also, investigated the moderating effect of emotional intelligence on cognitive dissonance and investor decisions. With a p-value of 0.000, beta value of -0.179, STDEV 0.027 and t-statistic value of 6.757, the findings show that emotional intelligence moderate the relationship between cognitive dissonance and investor decisions. thus, reject hypothesis two (2). The analysis agreed with the study of Jamil and Bashir (2021) which conclude that emotional intelligence has a role in the link between cognitive dissonance and investment decisions.

Discussion

This study investigates the moderating effect of emotional intelligence on the relationship between cognitive dissonance and investor decisions. The aforementioned findings indicate that cognitive dissonance has a significant effect on investor decisions,

implying that investors with a high level of cognitive dissonance make rational decisions. The reason for this favourable relationship is that shareholders accept responsibility for their poor decisions, instead of blaming external variables, timeframe or decisions. They make sensible decisions by learning from previous errors and recognizing them when they do so in the long term.

Investors can moderate this link by integrating emotionally intelligent conduct. Emotional intelligence can help investors reduce cognitive dissonance by assisting them in perceiving, understanding, and regulating diverse emotions in themselves and others. As a result, emotional intelligence alleviates their mental discomfort caused by conflicting beliefs and knowledge. When their cognitive dissonance is reduced, their decisions become more rational.

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Trade Protectionism and the Performance of Fishery Farming in Selected Nigerian States

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Dates:

Received: 9 Sept., 2022

Accepted: 22 Oct., 2022

How to cite this article:

Muhammad, M. S., & Umaru, M. Z. (2023). Trade Protectionism and the Performance of Fishery Farming In Selected Nigerian States. *Creative Business Research Journal* 3(1), 22-32

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Department of Business
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Abstract

Over the years, high importation of fish in Nigeria has affected the performance of domestic production of fish in Nigeria and the Government made trade policies to protect domestic production. The study evaluates the effect of trade protectionism on the performance of fishery farming in five selected Nigerian states (Bayelsa, Benue, Edo, Ondo and Lagos state), with three specific objectives: i) to examine the effect of import quota allocation on the performance of fishery farming in these states, ii) to investigate the effect of import duty on the performance of fishery farming in these states, and iii) to determine the effect of import licenses on the performance of fishery farming in these states. 200 employees from the five selected fish farms were surveyed using close-ended questionnaires. The data obtained was analysed using multiple regressions. The study found a positive and significant effect of import quota allocation, import duty and import license on the performance of fishery farming in the five selected Nigerian states. The study concluded that import quota allocation, import duty and import license are necessary for effective performance in the fishery business environment in Nigeria. The study recommends high tariffs on fish importation and strict monitoring of the import duty imposition on import as this will protect the domestic fishery farming industry in Nigeria.

Keywords- *Trade protectionism, import quota, import duty, import licence, Fishery farming, Nigeria*

1.0 Introduction

Protectionism is an economic policy of restricting trade between nations through methods such as tariffs on imported, restrictive quotas, and a variety of other restrictive government

regulations (Tyson & Meganingtyas, 2020). It has as its ultimate goal the discouraging of imports and preventing of foreign takeover of local markets and businesses in order to boost domestic farming performance (Tyson & Meganingtyas, 2020). Protectionism is the practice of following protectionist trade policies to allow local farming to grow. By imposing tariffs or otherwise limiting foreign goods and services in the marketplace, a protectionist trade policy helps a country's government to encourage home manufacturers and therefore stimulate domestic production of goods and services (Ravenswood, 2022).

An import quota aimed at protecting farming changes the nature of the competition in it. As a result of the quota, the domestic firm improves its performance and becomes a price leader, while the foreign importing firm becomes a price follower. It is good to note that fish is economically, socially and culturally important as a global dietary aspect of sustainable food security (Hempfung, 2021). The major source of revenue for coastal fishing villages is fishing and related businesses (processing and marketing) (Reis-Filho & Loiola, 2022).

An important discourse among scholars is the marketing of fish and fish products due to its provision of more than 40% of animal protein consumed by average Nigerians, its contribution to the economy in terms of Gross National Product and its generation of income along its production, processing, preservation and marketing chains (Inpinmoroti et al., 2022). Fish products are highly traded and global fish trade has been increasing very rapidly in recent decades with an estimated 45% of the world catch now traded internationally (The FishSite, 2015). West Africa has a huge potential for trade in intra-regional terms (Torres and Van Seters, 2016) and vibrant markets for fish

and fish products in Nigeria, Ghana and the Ivory Coast being the three major importers of fish products in the region (Inpinmoroti et al., 2022). Nigeria has a staggering demand-supply gap of about 1.8 million tonnes of fish, from an annual fish demand of about 2.66 million tonnes and a paltry domestic production of about 780,000 tonnes (Tran et al., 2022). The vast importation of frozen fish helps to balance the large gap between demand and supply of fish (Issa et al., 2022).

Nonetheless, the trade protectionism was introduced by the government with the sole aim of drastically reducing Nigeria's importation of fish and moving towards self-sufficiency in fish production within the fishery farming. A positive step towards making up for the imbalance in demand and supply for fish in Nigeria has stimulated attention to address the import quota for fish by the government of Nigeria, while efforts at raising the bar for a profitable fishery business environment have been intensified (Tran et al., 2022). The efforts involve rearing fish under regulated environment where the growth, feeding, reproduction and healthcare of fish can be closely observed (Issa et al., 2022). The arrays of information available on fishery business which can increase the performance of the farming and its impact on the national economy in Nigeria has not been able to link the backlog of effect the importation of fish and fish products has on the domestic production; compared to the historic backdrop of under development of the fishery business environment compounded by high importation of fish and the government's response to salvage the situation as per the quota policy, this paper seeks to analyse the impact of this policy on the fishery business environment. In order to achieve this aim, the paper has three objectives: i) to examine the effect of import quota allocation on the

performance of fishery farming in Nigeria, ii) to investigate the effect of import duty on the performance of fishery farming in Nigeria, and iii) to determine the effect of import licenses on the performance of fishery farming in Nigeria.

2.0 Literature Review

2.1 Trade protectionism

Protectionism is the sum of government trade policies intended to assist domestic producers against foreign producers in a particular farming, by means of raising the price of foreign products, lowering cost for domestic producers, and limiting foreign producers' access to domestic market. The methods to achieve such protection are all too familiar and include: tariff taxes on imports which continue to be used in spite of great progress under GATT; quota ceilings on quantity of foreign products sold in domestic market, which limit the supply and raise the price of imported products; regulatory obstacles that place hurdles in the way of imported products such as product classifications and seemingly endless lists of standards and specifications; subsidies to domestic producers that range from tax breaks to direct cash payments; and currency controls to limit access to foreign currencies or manipulate exchange rates to inflate the price of foreign products and lower the price of domestic products.

Protectionism is a policy that permits governments to limit imports into their domestic markets. Tariffs and non-tariff barriers like quotas and exchange restrictions can all be used to imply protectionism. Free trade, according to proponents of protectionism, harms home sectors and has a detrimental impact on the balance of payments (Tyson & Meganingtyas, 2020). Imports are used to meet domestic demand, resulting in lower

output and higher unemployment. However, as an antithesis to liberal trade, protectionism may be both a destroyer and a defender (Pule et al., 2021). Protectionism's motivations, implementation process, and scope decide whether it is a trade destroyer or a trade protector.

Nigeria has always taken a defensive stance when it comes to international trade. The International Monetary Fund once said that the country had one of the world's most restrictive trading regimes. Nigeria's attitude is largely based on the country's vast oil and natural gas reserves, as well as its ongoing efforts to diversify its economy (Ugwuja & Chukwukere, 2021).

2.2 Import quotas

Import quotas set a restriction on the number of items that can be brought into a country. The initial effect of import quotas is an increase in the price of imported items due to a reduction in domestic supply. Increases in pricing have a similar effect on customs tariffs. In this regard, each import quota has a certain customs tariff rate, and so quotas can be viewed as the equivalent of tariff rates (Samargandi et al., 2022). It should be noted, however, that the GATT prefers the use of customs charges over import quotas. Quotas are permitted for undeveloped nations under the GATT umbrella in order to prevent catastrophic capital outflow.

There are a lot of meanings that have been ascribed to import quota, in fact some of the scholars have even equated the concept of import quotas with import tariffs. In the view of European Union (2018) the protective effect of an import quota over the dominance of the local market as compared to that of an equivalent tariff cannot be overemphasized. Import quota is seen as a quota that seeks to protect the local monopolists in an economy as regards the

production of a commodity, say fish. This is done better than the equivalent tariff as the price is higher and the quantity produced is less under the quota system. Fan and Fan (2005) discover that with a surge in demand, the burden of social loss of an import quota is more than that of a tariff. There is an estimated welfare effect of an import quota as it involves demand and supply elasticity. In examining monopoly and monopolistic power under the import quota, an economy with high index of corruption, licensees and government agents, will most likely share the proceeds from the quota.

One school of thought supports protectionism by stressing further the favourable outcomes of import quotas imposition on commodities (Rieber, 1993). In a nutshell, it is safe to conceive import quota as a trade restriction that limits the volume of imported commodities into an economy by the government. Where it allocates a percentage of a commodity that can be brought into the country from outside its shores.

Nigeria uses a combination of tariffs and quotas to tax foreign trade in order to generate money while also safeguarding local sectors from highly competitive imports. The ECOWAS 2015–2019 Common External Tariff determines the country's tariffs (CET). The tariff is divided into five bands: zero duty on capital goods and necessary drugs, 5% duty on raw materials, 10% duty on intermediate products, 20% duty on finished goods, and 35% duty on key sector imports. However, because the Nigerian government (GON) may levy additional taxes (such as levies, excise, and VAT) on imports, effective rates tend to be higher. The total effective rate of each line item, however, must not exceed 70% (Ukwueze et al., 2021).

2.3 Import duty

Import duty is a charge levied by a country's customs officials on imports and some exports. The import duty is usually determined by the item's worth. Import duty is also called as a customs duty, tariff, import tax, or import tariff, depending on the context (Bell et al., 2020). Import duties serve two purposes: to raise revenue for the local government and to give locally grown or manufactured items a market edge over commodities that are not subject to import duties. A third purpose is to penalize a country by imposing high import tariffs on its products (Sari, 2020).

Import duties are influenced by a number of international organizations and treaties. Several governments have attempted to lower tariffs in order to promote free trade. The World Trade Organization (WTO) supports and enforces tariff-cutting agreements made by its member countries. These commitments are made throughout lengthy rounds of discussions (Shadikhodjaev, 2021).

The North American Free Trade Agreement (NAFTA) between Canada, the United States, and Mexico is another example of an international endeavor to reduce tariffs. Except for certain agricultural duties, NAFTA eliminated tariffs between the three North American countries. The USMCA was signed in 2018 by the United States, Canada, and Mexico to replace NAFTA (Ongan & Gocer, 2021). The Trans-Pacific Partnership (TPP) was signed by 12 Pacific Rim countries in February 2016, and it has a substantial impact on import tariffs between these countries. The TPP is projected to take several years to fully implement (Schroder, 2021).

In Nigeria, import duty rates vary depending on the item, often ranging from 5% to 35%,

and are determined using the current Harmonized Commodity and Coding System (HS code). The Finance Act 2020 lowers the import tariff on tractors from 35% to 5%, while the import duty on trucks and other vehicles for the transportation of goods and people is decreased from 35% to 10% and 5%, respectively. Airlines operating commercial air transport services in Nigeria are entitled to duty-free importation of their aircraft, engines, spare parts, and components, whether purchased or leased (Uyodhu & Wiri, 2021).

2.4 Import licenses

Import licensing can be defined as formalities that necessitate the submission of an application or other documents (other than that required for customs reasons) to the appropriate administrative body as a precondition for the importing of goods (Sharma & Paramati, 2021). When used to discriminate against another country's goods in order to preserve a domestic industry from foreign competition, import licenses are called non-tariff trade barriers (Tian et al., 2021).

Each license stipulates the maximum volume of imports permitted, which must not exceed the quota. Importing corporations can purchase licenses at a discounted rate or for a set charge. However, it is believed that this manner of distribution encourages political lobbying and bribes. Governments may impose restrictions on what can be imported as well as the amount of products and services that can be imported (Irwin, 2021).

An Import license in Nigeria is the approval issued by the various agencies of government, which regulate and determine the goods that can be brought into the country. There is no unified import license that covers all products in Nigeria. However,

there are various licenses issued by various regulatory agencies depending on the goods to be imported. For example, the process for licensing importation of rice will be different from that of animals. There are however some documentation and processes that are peculiar to all forms of import, these are the E-Form M and the Pre-Arrival Assessment Report. The processing of these documents is carried out on the Nigeria Single Window Trade Portal (Abdulkadir et al., 2021).

2.5 Trade protectionism and the performance of domestic industries

The theoretical rationale for trade protectionist policies is that it protects domestic industries from foreign competitors and thus allows them to grow, develop and eventually become prosperous, particularly for developing countries whose industries lack the expertise and sophisticated infrastructure to compete with their foreign counterparts from developed countries; this is often dubbed as the 'infant industry' argument (Kulin et al., 2021). An important question to answer is whether or not the empirical evidence validates this theoretical precept. This section of the paper provides a synthesis of recent empirical studies in order to answer this question.

Using archival data, Donnelly (2012) and Anderson (2020) examined the growth of the Irish and Australian economies respectively from the periods when they adopted a strong protectionist economic policy to present times when they have both adopted a much more open trade policy. The study found that as both governments adopted a more open approach to trade, the countries' economies grew more rapidly as well as the standard of living of its citizens, thus indicating that protectionism is actually a counterproductive approach to economic growth. On the other hand, Zeny and de

Alvarenga (n.d.) found that for Brazil who insisted on continuing a protectionist policy, a situation the authors refer to as “myopia”, the long-term impact on the economy has been negative.

Singh (2014) utilized economic growth data collected by international bodies to determine if a positive relationship existed between adoption of protectionist measures and economic growth. Statistical analysis of the data revealed that increase in trade barriers actually lead to a long-term decline in the economies of countries that impose these trade barriers.

Potrafke et al. (2020) add to the mounting evidence that protectionism is not a viable approach for long-term economic growth and development. They cite a incident in Swedish history, when a tax scandal led to the election of a government with a protectionist agenda in 1887. A study of the economic growth of the country during the regime of this protectionist-focused government revealed that these policies did not lead to any sustainable growth.

Seyfullayev (2020) also found that the adoption of protectionist policies had little impact on long-term growth of domestic industries; this time in Azerbaijan. Using data for the period, 2005-2019, the study found that the adoption of protectionist measures like custom tariffs did not have any significant impact on non-oil GDP.

From the dawn of the industrial revolution to the present day, the fight between protectionism and free trade has raged on, defining political economics. There is widespread agreement that the justification for protectionism is economically narrow and ignores the full variety of benefits that free trade brings to the global economy. In contrast to protectionism, increased efficiency, convergence, lower inequality,

less volatile prices, and less damaging wars all contribute favourably to economic progress (Wall, 2017; Irugalbandara, 2019).

3.0 Methodology

This study adopts a cross-sectional survey research design in order to fulfil its aim. The population of this study consisted of five (5) selected fish farms in Nigeria, one each from the following states: Bayelsa, Benue, Edo, Ondo and Lagos. These farms were purposively selected based on the researchers’ pre-existing relationship with the owners which would facilitate access to credible and reliable performance data needed that is typically kept confidential by most private fish farms. These five farms had 400 employees in total, and Taro Yamane (1967) sample size calculator determined that 200 employees would suffice as the study’s sample size. These 200 samples were proportionately selected from the five fish farms. The questionnaire had two sections: Section 1 contain demographic data about the respondents, while Section 2 had four statements each regarding import quotas, import duties, import licences and performance of fishery farms which employees were required to indicate their level of agreement with based on a 5-point Likert scale, with 1 being strong disagree and 5 being strongly agree. Multiple regression analysis was then used to analyze the collected data.

4.0 Results and Discussion

4.1 Descriptive statistics

Of the 200 questionnaires distributed for this study, 195 were returned and filled correctly, giving a response rate of 97.5%. The results reveal a higher proportion of male respondents (81.54%) relative to their female counterparts (18.46%). This may be

an indication that in the understudied fishery farms business, male workers dominated. The ages ranged from 18-25years to 50years and above. In terms of working experience, the results showed that 19.49% of the respondents had worked with the firm for 6-10years, 28.6% had worked with the firm for 1-5years, 7.18% had working experience

of 11-15years, 23.59% had working experience of 21years and above, while 21.54% had between 16-20years working experience.

4.2 Multiple Regression Results

Table 7 shows the result from the regression analysis.

Table 1: Multiple regression results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.985 ^a	.970	.969	.24697

a. Predictors: (Constant), IQ, ID, IL

The results from the model in Table 1 reveals the extent to which trade protectionism measured by import quota allocation (IQ), import duty (ID) and import license (IL) affect the performance in terms of growth of fishery farming in Nigeria

which is 97% (i.e. R Square=.97). The remaining 3% of variance in performance of fishery farming would be explained by other variables which are excluded in this research.

Table 2: Coefficients results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	-.001	.041		-.030	.976
	IQ	.306	.045	.292	6.748	.000
	ID	.408	.043	.430	9.478	.000
	IL	.273	.046	.281	5.877	.000

a. Dependent Variable: GRFI

Source: SPSS Output version 20

Table 2 shows a simple model that expresses the extent to which trade protectionism affects the performance of fishery farming in Nigeria. It shows that all three proxies of trade protectionism had a significant and positive impact on the performance of the fish farms surveyed in this study, with

import duties (ID) having the strongest impact (Beta = 0.430).

4.4 Discussion

The study was aimed at examining the effect of trade protectionism on the performance of fishery farming in Nigeria. Specifically, the study evaluated the relationship between

import quota allocation and the performance of fishery farming in Nigeria; investigate the effect of import duty on the performance of fishery farming in Nigeria; and determined the effect of import license on the performance of fishery farming in Nigeria. A total of one hundred and ninety five (195) employees response and their opinion were collected using a structured questionnaire. The data obtained were analysed using descriptive and inferential statistics.

The study showed that import quota allocation has a positive and significant effect on the performance of fishery farming in Nigeria and was a significant predictor of changes in the levels of domestic production in fishery business in Nigeria. This is in line with the study conducted by David (2014) which reveals that trade barriers such as import quota policy have positive and statistical impact on economic growth of fishery businesses in Nigeria.

More so, the study showed that import duty has a positive and significant effect on the performance of fishery farming in Nigeria. This is also in line with the study conducted by Arogundade et al. (2015) which reveals that import duty/ tariff impacts positively on the growth of production and manufacturing sector while, inflation, interest rate and import impact negatively. These findings are contrary to many previous studies that found that protectionist policies had a negative impact on domestic industries' long-term growth.

5.0 Conclusion and Recommendations

5.1 Conclusion

The main objective of the study was to determine the effect of trade protectionism on the performance of fishery farming in Nigeria. From the result of data analysis, import quota allocation, import duty and import license had a positive and significant

relationship with fishery business environment in Nigeria. It was concluded that import quota allocation, import duty and import license are necessary for effective performance in the fishery farming. These three sub-variables can enhance the performance of fishery farming in Nigeria if well implemented, managed and controlled. The performance of fishery farming can be improve if the fish quota policies of the federal government of Nigeria are implemented and monitored by ensuring that all importers and exporters of fishery products understand these policies.

5.2 Recommendations

Based on the results, findings and conclusions, this study therefore recommends the following:

1. Government should introduce high tariffs on importation and monitor the import duty imposition on import as this will protect infant industries and fishery businesses, thus enhancing fishery export for the new developing fishery products. On the other hand, when the exchange rate is high it will encourage export and discourage fish import.
2. Import quota impediments in Nigeria have retarded the proper imposition of import quota policy in Nigeria. This research study has shown import quota policy to have a positive relationship as well as other variables like tariffs and import ban. To reduce the impediment, the government should set up adequate policy measures and some checks on the activities of the customs authorities that are in charge of the import quota policy in order to ensure that the policy is properly implemented.
3. Government of Nigeria should continue to condemn all corrupt practices with regards to granting import license of

importation of fish to Nigeria so as to help to grow the domestic farming in Nigeria and more elaborate programs to train fish farmers on pond management skills and modern technology should be developed by both government and private fishery farming.

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The Role of Ethical Ideology in Mediating the Relationship between Authentic Leadership and Unethical Pro-Organizational Behavior in Jos Electricity Distribution Company (JEDC)

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Dates:

Received: 24 Sept., 2022

Accepted: 30 Oct., 2022

How to cite this article:

Muhammad, M. S., & Umaru, M. Z. (2023). The Role of Ethical Ideology in Mediating the Relationship between Authentic Leadership and Unethical Pro-Organizational Behavior in Jos Electricity Distribution Company (JEDC). *Creative Business Research Journal* 3(1), 33-48

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Abstract

This research investigated the impact of authentic leadership and ethical ideology on unethical pro-organizational behavior in Jos Electricity Distribution Company. The research was anchored on Social Exchange Theory and Leader-Member Exchange Theory as its underpinning theory. The researcher issued 400 questionnaires and Analyses were conducted using PLS-SEM 3.3.7, and the results revealed that, direct relationships and the mediating role of ethical ideology in the relationship between authentic leadership and unethical pro-organizational behavior. From the analysis of data collected, it was discovered authentic leadership has a negative significant relationship with ethical ideology and a positive significant unethical pro-organizational behavior. Ethical ideology however has a negative relationship with unethical pro-organizational behavior thus diminishing the presence of unethical pro-organizational behavior among staff of JEDC Based on the findings of the study, it was recommended among others that top level managers should compile codes of ethics that clearly show what is and what is not acceptable in an organization. Such a code of ethics should be consistent with the strategy of an organization and the values it encourages. This will show a clear contradiction with the organization's objectives and discourage the use of unethical practices in their pursuance.

Keywords- *Authentic Leadership, Unethical Pro-organizational Behavior, Ethical Ideology*

1.0 Introduction

Concern over unethical business practices has grown increasingly salient in recent years as reports of employees prioritizing profits over morals become more frequent. It appears that most organizations find these harmful business practices profitable hence their little or no ethical responsibility to their customers and community, an action which was also supposed to protect such organizations from the legal liability and reputation damages (Pierce & Aguinis, 2015). The growing rate of unethical behaviors and the need to devise the mean of reducing employees' unethical actions have led recent researchers to focus on the effects of leadership on unethical conduct in the business world. Yet, there is a lot to understand about how unethical behavior arises within organizations, especially unethical pro-organizational behavior (UPB). Unethical pro-organizational behavior which are actions that are intended to promote the effective functioning of the organization or its members but violate core societal values, mores, laws, or standards of proper conduct" (Umphress and Bingham 2011).

The growing concern of reducing employees' unethical actions has influenced recent research to focus on the effects of ethical leadership and unethical conduct in the business world (Treviño et al. 2014). Yet, there is a lot to understand about how unethical behavior arises within organizations, especially unethical pro-organizational behavior (UPB). It is a known fact that employees' unethical pro-organizational conduct may bring negative consequences to consumers, external entities and, ultimately, it can endanger the future of the organization. Consequently, understanding antecedents of UPB becomes crucial, particularly the impact of ethical

leadership on employees' behaviors. The potential for employees to commit unethical acts, even when they are intended to benefit the organization, can turn out to be rather costly in terms of legal fees, loss of business, and damage to reputation (Bratton, 2015).

In Nigeria, there are very few studies on unethical pro-organizational behavior though it is a phenomenon that has been in existence for years in the country, no much study have been done in that area. Unethical pro-organizational behavior is an issue of great significance to Nigerian businesses because it can deter the achievement of long-term goals of organization and may even be detrimental to their long-term existence. Because of its significance to business survival in Nigeria, there is need to investigate more into it.

Over two decades now, Nigeria awakened to hear numerous cries of unethical pro-organizational behavior's, such behaviors are gradually becoming a norm in the country. Unethical pro-Organizational Behavior such as the acts of commission and omission are very common in the Nigerian society. For instance, bribing officials to come across competitors, falsifying the date of products validity in order to sell expired items, tampering with financial figures to enhance the stock value of an organization are part of commission acts. And acts of omission involve behaviors such as concealing negative information about a company or failing to inform customers about products defects and so on. Such practices may be beneficial to the organization but detrimental to the customers (Rhoades 2015). Other instances include the cases of JEDC staff over-billing customers in order to yield more income for the organization.

Modern organizations have been characterized as morally complex environments that impose significant ethical demands and challenges on organizational actors or employees. Many organizations are faced with numerous challenges such as unethical behavior in a number of business transactions. Managers are also faced with the challenge of evaluating the effect of this critical behavior on the performance of such organizations.

There have been reports of growing unethical pro-organizational among staff of JEDC. This involves practices such as over-billing customers in order to yield more income for the organization. There are also incidences of some JEDC business units exaggerating the cost of electric reading meters thereby making customers to pay higher for the metre than the usual price. Furthermore, there is the issue of adjusting electric reading metres to consume more units faster than the normal consumption rate thus generating more revenue for the company but putting the customer at a disadvantage. Another issue that prompted this study is the paucity of literature on unethical pro-organizational behavior in Nigeria. Very few studies have been conducted on the subject in Nigeria. Therefore, the researcher embarked on this research to investigate whether authentic leadership and ethical ideology influences the rate of unethical pro-organizational behaviors in JEDC.

Unethical pro-organizational behavior among staff JEDC is becoming an issue of public concern. There has been widespread complaint among customers of JEDC such as estimated billing system which consistently raise suspicion among customers of being overbilled to benefit JEDC but of huge detriments to the customers. Another scenario of unethical

pro-organizational behavior is the issue of adjusting electric metres to consume more units faster than the normal consumption rate thus generating more revenue for the company but putting the customer at a disadvantage. The search for a means of ameliorating incidences of unethical pro-organizational behavior among staff of JEDC is the major motivation for this study.

There is currently dearth of literature on authentic leadership and unethical pro-organizational behaviors in Nigeria as most previous studies were carried outside the country and have only attempted to link unethical pro-organizational behavior with employee commitment. This research however will take a different approach by investigating the impact of authentic leadership on unethical pro-organizational behaviors through the mediating role of ethical ideology. The outcome of this study will hopefully make a difference by exposing organizational leaders to their influence in facilitating or curbing unethical pro-organizational behavior in organizations. In the light of the above, this study was prompted to investigate the impact of authentic leadership and ethical ideology on unethical pro-organizational behavior in Jos Electricity Distribution Company.

Objectives of the study

- i. To determine the significant relationship between authentic leadership and unethical pro-organizational behavior in JEDC.
- ii. To determine the significant relationship between authentic leadership and ethical ideology in JEDC.
- iii. To determine the significant relationship between ethical ideology and unethical pro-organizational behavior in JEDC.

- iv. To determine the mediating role of ethical ideology in the relationship between authentic leadership and unethical pro-organizational behavior in JEDC.

LITERATURE REVIEW

Authentic leadership

Authentic leadership is a leadership style in which leaders are genuine, self-aware, and transparent (Effelsberg et al. 2016). Also, authentic leadership is an approach to leadership that emphasizes building the leader's legitimacy through honest relationships with followers. Therefore, it is safe to say that, an authentic leader is such who is able to inspire loyalty and trust in his/her employees by consistently displaying who he/she really is as a person, and how the leader feels about employees' performance (Neves and Story 2015). Generally, authentic leaders are positive people with truthful self-concepts who promote openness. This approach of leadership has been fully embraced by many leaders and leadership coaches who view authentic leadership as an alternative to leaders who emphasize profit and share price over people and ethics. Authentic leadership is a growing area of study in academic research on leadership which has recently grown from obscurity to the beginnings of a fully mature concept

Authentic leadership is a multidimensional construct comprised of four dimensions: internalized moral perspective, self-awareness, relational transparency, and balanced processing. When confronted with difficult ethical challenges, leaders with higher levels of moral perspective are expected to think more broadly and deeply about ethical issues (Werhane, 2019). Authentic leaders are also expected to behave in a more ethical manner as they

tend to act in line with their internal values structures (Hannah, Lester, & Vogelsang, 2015). This occurs because advanced moral constitution promotes concordant moral behavior. As a result, followers tend to attribute leaders' displays of consistent, values-based behaviors as being more 'authentic.

Ethical Ideology

Ethical ideology denotes one's belief or personal preferences for certain normative frameworks, which influence the employees' decision whether to perform dysfunctional behaviors (Henle, C.A., Giacalone, R.A. and Jurkiewicz, C.L. (2005). According to Vardi (2015), ethical ideology centered around appropriate conduct through respect for ethics and values, as well as the rights and dignity of others. Hence, the concepts of honesty, integrity, trust and fairness are all critical to ethical leadership. Forsyth (1980) conceptualizes ethical ideology in terms of: idealism and relativism. Idealism refers to one's inherent interest and concern for others' welfare, which is also associated to one's belief on the plausibility of attaining a desirable outcome through a proper deed (Forsyth, 1980). Therefore, high idealism acknowledges moral absolutes—that it is universally wrong to harm others and one should always opt to not harming others at all costs. Conversely, one with low idealism assumes that engaging in moral actions does not always bear desirable outcomes; thus, it may be necessary to harm others to achieve the greater good for those who are affected (Forsyth, 1992). Given their concern for others, idealists are more likely to judge unethical actions critically (Forsyth, 1992) and more cautious toward unethical behavior to protect others (Fan-Hua and Huang, 2013; Nasir et al., 2014; Harvey, 2015; Musbah et al., 2016; Ismail and

Yuhanis, 2018). On the other hand, relativism refers to one's belief that the moral values and principles should be based on specific situations and individuals involved, which is also associated to the extent to which one forsakes moral absolutes (Forsyth, 1980). Therefore, specific circumstances are weighed based on their personal moral values in deciding the ethicality of their decision (Forsyth, 1992). Basically, moral values and principles do not govern every situation. High relativism validates the necessity to cause harm for the greater good. Conversely, one with lower relativism demonstrates strong beliefs in strictly adhering to moral absolutes. Relativism may be positively related to unethical behaviors because relativists simply rationalize and justify their actions to their best interest (Fan-Hua and Huang, 2013; Nasir et al., 2014; Harvey, 2015; Musbah et al., 2016; Ismail and Yuhanis, 2018).

Ethical leadership can provide value to businesses by inspiring employees to be motivated and live up to the company's values. Experience suggests that ethical leadership leads to greater employee satisfaction and lower turnover rates. Ethical leaders also work to create an ethical work culture. This means that a work environment is governed by a fair, clearly articulated set of rules, rather than by personality or politics. In an ethical work culture, an organization's management articulates a set of principles that are understood, and bought in to, by everyone in the organization. Every element of the business—from performance reviews and mentoring to compensation—reflects the ethical principles that are articulated from the top (Benneth & Robbinson, 2016). Ladkin & Taylor (2010) observed that ethical leaders are also concerned with issues of justice and fairness. These types of leaders prioritize treating everyone in an equal manner and

placing justice and fairness at the center of their decision-making more broadly. They make a rule of never giving certain individuals special treatment, except when a particular situation demands it for the purposes of justice.

Unethical Pro-organizational Behavior

Umphress and Bingham (2010) proposed the concept called unethical pro-organizational behavior and defined it as unethical behaviors which focus on helping members in a group or organization, as a result that violates the core social values, customs, laws and standards of conduct appropriate behaviors. Similarly, (Vardi, 2015) defined Unethical Pro-Organization Behavior as actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of proper conduct. More precisely, unethical pro-organization behavior involves unethical acts committed by employees in order to benefit an organization or its members or both to the detriment of their customers and/or other stakeholders. Furthermore, Vardi, (2015) argues that the construct of unethical pro-organizational behavior has two main components. Firstly, unethical pro-organizational behavior consists of acts that break the general principles of values, moral, norms and the standards of ethical code held within societies. Secondly, Unethical pro-Organizational is pro-organization, meaning that instead of causing harm, employees may engage in unethical behavior with the intent to promote either the success of their employing organization or to advance members of that organization or to advantage both simultaneously (Bennett and Robinson, 2016). The primary assumption on idea that unethical or immoral behavior is mainly triggered by selfish motives of employees destroying the

organisation (Kish-Gephart, Harrison, & Treviño, 2010; Martin, Kish-Gephart, & Detert, 2014; Moore & Gino, 2013; Thau, Derfler-Rozin, Pitesa, Mitchell, & Pillutla, 2015; Treviño et al., 2014) may sometimes be true as it is mostly aroused by individual (e.g., trait-based, cognitive, affective), interpersonal (e.g., peer, leadership) and organisation-level factors (e.g., organizational ethical infrastructures) factors. Such tendencies of harming organisations by the employees might be understandable and easy to prove. However, in recent times, research has identified that such behaviors are linked to benefit the organisations as well (e.g., destroying incriminating files to protect an organisation's reputation; disclosing false or exaggerated information to the public; Gino & Pierce, 2009; Umphress & Bingham, 2011; Umphress et al., 2010), creating moral hazards not only for employers, but also for society as a whole (Cialdini et al., 2004).

Despite that fact UPBs are intended to benefit the organisation (particularly the internal stakeholders such as management, employees, shareholders), such behaviors can not only harm the external stakeholders like local people, government, customers etc (Hosain S. 2019). As such in the long run, UPBs can even destroy the organisations by reducing her reputation and even lead to diverse litigation or bankruptcy (Hosain S. 2019). However, Hosain S. (2019) attempts to note a few unintended consequences of UPB might be: destruction of company image to the people as a whole, disturbing mutual harmony creating a competition for UPBs, sacrificing competitive advantage to the competitions once UPBs are reported, facing legal action by the government, reduction in sales as a result of negative image and winding up the firm.

HYPOTHESES DEVELOPMENT

Authentic Leadership and Unethical Pro-organizational Behavior

Authentic leadership theory advocates that authentic leaders have a highly developed sense of self-awareness and knowledge of their core beliefs (Yammarino et al. 2018). A highly developed self-awareness leads to a pure connection with the leader's intentions and their behaviors and actions. Consequently, the majority of the literature on authentic leadership theory argued that there is no room for unethical conduct (Gardner et al. 2011). Unethical pro-organizational behavior on the other hand refers to actions that are intended to promote the effective functioning of the organization or its members and violate core societal values, mores, laws, or standards of proper conduct (Vardi, 2015). More precisely, unethical pro-organization behavior involves unethical acts committed by employees in order to benefit an organization or its members or both.

The basis for the proposed relationship between authentic leadership and unethical pro-organizational behavior is from past researches such as Vardi (2015) and Bennett and Robinson (2016). They both discovered negative significant relationship between authentic leadership and unethical pro-organizational behavior. This implies that the presence of authentic leadership suppresses incidences of unethical pro-organizational behavior. Also, Umphress (2015) discovered a negative significant relationship between authentic leadership and unethical pro-organizational behavior. This implies that there is a consistency in the relationship between the two variables and hence the need to introduce a mediation.

H1: There is a negative relationship between authentic leadership and unethical pro-organizational behavior

Authentic Leadership and Ethical Ideology

This relationship is based on evidences from empirical studies (Weischer, Weibler & Petersen 2013). In the same vein, Wang et al. (2014) found a positive impact of authentic leadership on ethical ideology of organizational leaders. Furthermore, Gane and Deci (2014) found a significant impact of authentic leadership on employees' work ethics in retail firms in Pretoria, South Africa. These findings were supported by the theory of authentic leadership which states that authentic leaders create an environment where subordinates have opportunities for self-actualisation, higher levels of work satisfaction, enhanced commitment and organizational citizenship behavior, increased trust relationships with the leader and heightened efficacy beliefs. It is evident that authentic leadership is set in positive aims and comprises actions that are based on core values within an organizational structure, intentionality of vision towards the benefit of all members of the organisation, spirituality in the collective sense of unity among organizational members, and sensibility towards the needs of others.

H2: There is a positive relationship between authentic leadership and ethical ideology

Ethical ideology and unethical pro-organizational behavior

The basis of this relationship is derived from empirical evidences from previous studies such as the works of Ladkin & Taylor (2010) and Kerniss (2013). Both researchers discovered a negative significant relationship ethical ideology and unethical pro-organizational behavior. While unethical pro-organizational behavior connotes actions that are intended to promote the effective functioning of the organization or

its members and violate core societal values, mores, laws, or standards of proper conduct, ethical ideology supports appropriate conduct through respect for ethics and values, as well as the rights and dignity of others. This includes honesty, integrity, trust and fairness and fairness. Furthermore, Venacio (2015) discovered a significant negative effect of ethical ideology on unethical pro-organizational behaviors in telecommunication companies in India. This implies that the presence of ethical leadership diminishes incidences of unethical pro-organizational behavior. There was a consistency in the relationship between the two variables.

H3: There is a negative significant relationship between ethical ideology and unethical pro-organizational behavior

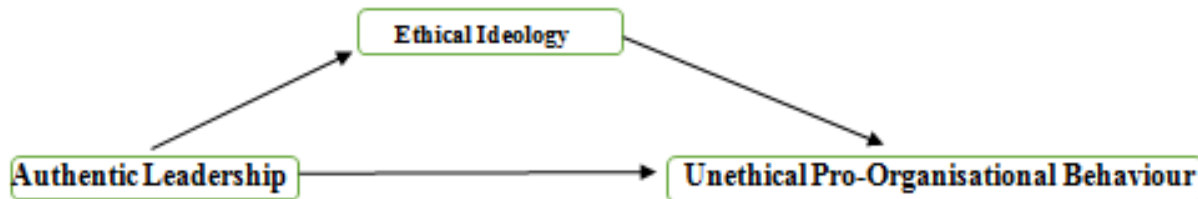
Mediating role of Ethical Ideology

There is paucity of literature on the studies linking authentic leadership and unethical pro-organizational behavior. Most studies reviewed (Ladkin & Taylor (2010) and Kerniss (2013) focused on the relationship between ethical leadership and pro-organizational behavior. The present study will fill that gap by investigating the impact of authentic leadership and ethical behavior on unethical pro-organizational behavior. Furthermore, most of the studies reviewed on authentic leadership and unethical pro-organizational behaviors were carried out in foreign settings. Based on gap of context, this study investigated the impact of authentic leadership and ethical behavior on unethical pro-organizational behavior in JEDC, Jos North, Plateau State.

H4: Ethical ideology does significantly mediate the relationship between authentic leadership and unethical pro-organizational behavior.

CONCEPTUAL FRAMEWORK

Figure 1



Source: Toma et al, (2022)

The framework above shows the conceptualized relationship between the constructs in the study; depicting the direct relationships and the indirect relationship which is also translated into the hypotheses of the study. The first direct relationship is the negative relationship between Authentic leadership and Unethical pro-organizational behavior which is also the first hypothesis; the second direct relationship and hypothesis is between Authentic leadership and Ethical ideology; the third direct relationship is the relationship between ethical ideology and Unethical pro-organizational behavior. The indirect relationship on the other hand is the mediating role of ethical ideology on the relationship between Authentic leadership and Unethical pro-organizational behavior of the staff of JEDC.

METHODOLOGY

Research Design, Population and Sample

This study employed a survey design. The survey used a cross-sectional approach where data was collected at a point in time from the respondents. A total of 400 questionnaires were distributed and 256 were fit for analysis. Constituting 81.5% of the entire questionnaires distributed. The study instrument (questionnaire) was designed on a 5-point Likert which evaluated the relevance and suitability of the measurement items.

Construct	Item	Loading	CR	AVE
Authentic Leadership	AL1	0.891	0.987	0.822
	AL10	0.920		
	AL11	0.929		
	AL12	0.937		
	AL13	0.923		
	AL14	0.926		
	AL15	0.907		
	AL16	0.904		
	AL2	0.897		
Ethical Ideology	AL3	0.876	0.989	0.885
	AL4	0.894		
	AL5	0.895		
	AL6	0.901		
	AL7	0.903		
	AL8	0.898		
	AL9	0.904		
	E1	0.926		
	E10	0.913		
Unethical Pro-Organizational behavior	E11	0.944	0.977	0.857
	E12	0.940		
	E2	0.950		
	E3	0.955		
	E4	0.953		
	E5	0.944		
	E6	0.947		
	E7	0.938		
	E8	0.941		
E9	0.939			
Unethical Pro-Organizational behavior	UPB1	0.897	0.977	0.857
	UPB2	0.940		
	UPB3	0.936		
	UPB4	0.933		
	UPB5	0.917		
	UPB6	0.919		
	UPB7	0.937		

Discriminant Validity

Discriminant validity is the extent to which a construct is truly distinct from other constructs (Hair et al., 2010). The exact threshold level of the HTMT is debatable; some authors suggest a threshold of 0.85 (Clark and Watson 1995; Kline 2011), whereas others propose a value of 0.90

(Gold et al. 2001; Teo et al. 2008). Table 4 below indicated high discriminant validity since the values in the construct do not

exceed the threshold of 0.85 and 0.9 and the acceptable region of -1 and 1.

Table 2: Heterotraits and Monotraits (HTMT)

	1	2	3
Authentic Leadership			
Ethical Ideology	0.733		
Unethical Pro-Org Behavior	0.763	0.619	

Assessment of structural model

PLS-SEM structural model analysis involves basic analysis procedure such as assessment of goodness-of-fit (GoF) (Henseler et al., 2014), assessment of collinearity, significance and relevance of relationship in structural model, level of R^2 , level of F^2 and Q^2 (Hair et al., 2014). Additional analysis such as mediation assessment is also conducted as it is the case in this study.

Assessing Path Coefficient and Hypotheses Testing

In assessing the path coefficient, a 5,000 sample bootstrapping command was carried out using PLS-SEM 3.3.7 and the results displayed the path coefficient or the direct effect (direct relationships), t-statistics and the p-value on table 3. Based on the direct effect on one-tailed test at 95% level significance as stated in the hypotheses, all the relationships were indeed in the expected direction. The results reveal the significance in the direct relationship between the variables; H1 ($\beta = 0.069$, t-stat = 9.429 and p-value = 0.000), H2 ($\beta = 0.039$, t-stat = 18.552 and p-value = 0.000), and H3 ($\beta = 0.072$, t-stat = 1.900 and p-value = 0.029). These hypotheses were supported because their t-values were found to be more than the threshold of 1.64 for one tailed test.

Assessment of Mediating Effect of Ethical Ideology

Further analysis was done to ascertain the mediating role of Ethical Ideology in the direct relationship; the results in table 7 reveals the indirect relationships (H4; $\beta = 0.053$, t – stat value = 1.889 and p-value = 0.029). The hypothesis is supported for meeting the criterion for one-tailed test (t – stat value ≥ 1.64). This therefore reveals that the mediating role of ethical ideology in the relationship between authentic leadership and Unethical Pro-Organizational behavior is established.

This study also considered the R^2 (Predictive accuracy), F^2 (Effect Size) and Q^2 (Predictive relevance). The predictive accuracy of two endogenous variables obtained from PLS algorithm and presented in Table 3 below. According to Cohen (1988), R^2 values of 0.02, 0.13 and 0.26 are considered weak, moderate and substantial respectively. The results reveal that; the construct has a substantial effect of 0.524 and 0.568 respectively. The Effect size (F^2) was also ascertained and results presented on table3. Hair et al. (2014) provided a yardstick for assessing effect size F^2 of a construct as; 0.35 as large effect size, 0.15 as medium size, and 0.02 as small size. The result show that the construct has a large

effect size. Also, the Predictive relevance (Q^2) was determined and results presented on table 3. Hair et al. (2014) noted in line with earlier work of Stone (1974) and Geisser (1974) that, a value larger than zero (0) suggests that indicators of an exogenous constructs have predictive relevance. To assess this in PLS – SEM 3.3.7 a blindfolding analysis analysis is conducted simultaneously using a systematic omission distance that when applied to a give sample

size should not be equalled to an integer. Having this requirement in mind, the study adopted the default figure of omission distance of 7 considering the sample size of 256 to run the blindfolding analysis. The results in Table 10 reveal that all the constructs that perform exogenous role in one way or the other, in the structural model have predictive relevance since their Q^2 values are greater than Zero. The construct has predictive relevance.

Table 3 Assessment of Direct and Indirect Relationships

HYP	Rel	SE	STD(β)	5%LCI	95%HCI	T Stats	P Val	Decision	R2	F2	Q2
H2	AL → EI	0.724	0.039			18.552	0.000	Supported	0.524	1.102	0.460
H1	AL → UPB	0.650	0.069			9.429	0.000	Supported		0.462	
H3	EI → UPB	0.135	0.072			1.900	0.029	Supported	0.568	0.021	0.482
H4	AL → EI → UPB	0.098	0.053	0.015	0.188	1.889	0.029	Supported			

DISCUSSION OF FINDINGS

This section discusses the results according to the hypotheses tested. The hypotheses stated in the path analysis were based on direction of relationships one-tailed test and they are thus: The relationship between authentic leadership and Unethical Pro-organizational behavior, the results are presented in table 3 above. Results of path analysis in line with hypothesized relationships were evaluated in table 3. Findings revealed H1 ($\beta = 0.069$, t-stat = 9.429 and p-value = 0.000). It is statistically significant because it met the 1.64 (significance level = 95%) for one – tailed test and which also agrees with the position of the research hypothesis. Therefore, the hypothesis stands supported that there is negative relationship between authentic leadership and unethical pro-organizational behavior which suffices to say that an increase in authentic leadership leads to increase in unethical pro-organizational behavior. The findings of the study from the

analysis of the extent to which authentic leadership influences unethical pro-organizational behavior revealed a significant relationship between authentic leadership and unethical pro-organizational behavior. This finding is in conformity with the findings of Umphress and Bingham (2011) that discovered a negative association between authentic leadership and unethical pro-organizational behavior.

The result of the analysis of data on the extent to which authentic leadership influences subordinates’ ethical ideology revealed that there is a significant influence of authentic leadership on subordinates’ ethical ideology. The results on table 3 showed that H2 ($\beta = 0.039$, t-stat = 18.552 and p-value = 0.000) which shows the relationship between authentic leadership and ethical ideology of the low level staff of JED which implies that increase in authentic leadership leads to increase in ethical ideology of the staff of JED. The t-value score is above the threshold for acceptance

of one tailed test of 1.64 at 95% level of significance therefore the criterion for acceptance was not violated hence, the hypothesis is supported. This finding is in consonance with the findings of Brown and Mitchell (2015) that discovered a significant impact of authentic leadership on ethical position of employees.

The relationship between Ethical Ideology and Unethical Pro-Organizational behavior H3 reveals ($\beta = 0.072$, $t\text{-stat} = 1.900$ and $p\text{-value} = 0.029$), confirms the negative relationship between ethical ideology and Unethical Pro-Organizational behavior. It implies that an increase in ethical ideology leads to decrease in Unethical pro-organizational behavior. The t -value score is above the threshold for acceptance of one tailed test of 1.64 at 95% level of significance therefore the criterion for acceptance was not violated hence, the hypothesis is supported. The findings of the study further revealed a negative relationship association between ethical ideology and unethical pro-organizational behavior among subordinates. Ethical ideology diminishes the presence of unethical pro-organizational behavior. This finding is in tandem with the discovery of Effelsberg, Solga and Gurt (2016) who discovered a negative significant relationship between ethical ideology and unethical pro-organizational behavior.

The study proposed that Ethical Ideology have an explanatory role in the relationship between authentic leadership and unethical pro-organizational behavior. The results of the indirect relationship revealed H4($\beta = 0.053$, $t\text{-stat value} = 1.889$ and $p\text{-value} = 0.029$) which shows the significant relationship between authentic leadership and unethical pro-organizational behavior. The results of this study on the mediating role of ethical ideology in the relationship

between authentic leadership and unethical pro-organizational behavior revealed that while authentic leadership has a positive significant relationship with ethical ideology and a negative significant unethical pro-organizational behavior, ethical ideology diminishes or suppresses the presence of unethical pro-organizational behavior.

CONCLUSION

From the findings of this study, it was concluded that authentic leadership has a positive relationship with unethical pro-organizational behavior and a negative significant relationship with ethical ideology. Ethical ideology however has a negative relationship with unethical pro-organizational behavior thus diminishing the presence of unethical pro-organizational behavior among staff of JEDC. Therefore, ethical ideology can be a controlling factor to check unethical pro-organizational behavior in organizations.

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Strategic Planning Process and Organizational Innovation of Manufacturing Firms in Edo State, Nigeria: Antecedence, Confluence and Consequence

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Dates:

Received: 4 Oct., 2022

Accepted: 20 Nov., 2022

How to cite this article:

Omofowa, S. & Omofowa, M. S. (2023). Strategic Planning Process and Organizational innovation: of Manufacturing Firms in Edo State, Nigeria Antecedence, Confluence and Consequence. *Creative Business Research Journal* 3(1), 49-62

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Abstract

Strategic planning process needs enriches organizations that support innovation and changes in structures. This study focuses on the antecedences, confluences and consequences of strategic planning process on organizational innovation in manufacturing firms in Edo State. Authors used historical data and findings from past studies to provide insight into the subject area. Based on this reviews, innovative culture, leadership, access to human capital, institutional and infrastructural supports, public policy, economic strategy, industrial clusters, innovative system and innovative engagement with organization managers, are antecedences, confluences of strategic planning process and innovative capability of organizations. Further, the review suggest that strategic planning process significantly impact innovation, antecedence, confluences and consequences adopted by starting-ups managers intention, value creation and subjection well-beings, the study proposed a conceptual framework and areas for future research.

Keywords- *Strategic planning process, innovative culture, formulation, implementation, Competitive advantage, and Environmental scanning.*

1.0 Introduction

Organization that aspires to sustain their competitive edge both at present and in the future requires the efficient utilization of resources, creation of human capital and implementation of appropriate strategic planning process (Omofowa, et al, 2021, Omofowa, et al 2021). Consequently, firm needs speed and

flexibility to successfully navigate their strategic planning process. Arguably, strategic planning process is a dynamic management tool that enable firms to select, change and implement its strategic action and allocate resources efficiently. Specifically, strategic planning process foster innovative strategic options that respond to or facilitate changes in organization structures. The management tools and trends 2015, a research conducted by Bain and Company Consultants, demonstrated that strategic planning process is the most used management tools compare to other management technique (Rigby & Bilodeau, 2015). Contrarily, strategic planning process have received a lot of criticism over time, due to the separation of prioritizing and sequencing issues. In addition, setting the systems overall rhythms, effective communication and decision making limit it. These difficulty can be summarized as formulation and implementation (Mintzberg; 1994).

Nevertheless, strategic planning process foster creation and implementation of backlog issues, result and update frequently decision-making methodologies. Recently, the line of research has slowed to a trickled and with good reason. Previous studies lack theoretical foundation, produced a bewildering array of contradictory findings, drew heavy criticisms for inadequate methodologies and had little or no discernable net impact on literature (Pearce et al; 1987). After conducting research on scientific database, it seem evident that planning, innovation, antecedence, confluence and consequences bears significantly impact on strategic management literature. Scholars should not abandon this line of enquiry altogether. However, there are few studies aimed at understanding the implementation of strategies in new emerging market

especially in developing nations like Nigeria. Jack (2001) conceives that studies in strategy by researchers focus mainly on understanding formulation thereby negating innovative actions, but forgot that without innovative planned actions, all this effort does not generate any practical results. The imbalance between excessive attention in the strategy development process and a relative precariousness in innovative process, both in literature and in practices comprises the focus of analysis of this study. Extant literature has shown a relatively recent studies on strategic implementation process, accountability and compliance (Radin; 2006, Tama; 2015), faddishness or simple mimicry (Pfeffer & Sutton; 2006), the pressure of professional norms (Dimaggio & Powel; 1983, Tama; 2015), prior relationship and experience with potential strategic planning participant (Percoco; 2016). Other researcher viewed that the rapid and continuous development of strategic planning process lie in innovation as a challenge for organizations. In this case, organization engaging in very rapid economic changes must innovate in order to gain a competitive advantage, so innovation is a necessary factor for strategic planning process (Soebardi; 2020), moral aspect and identity (Fan & Zhou; 2017), management practices and organizational outcome (Jackson; et al 2014), management practice and implementations of intended strategy Bae & Lawler; 2000, Camps & Luna-Arocas; 2009, Schuler; et al 2014), knowledge sharing and synergistic interactions (Jackson et al, 2014, Kilroy; et al 2020). The relationship is more pronounced when strategies are generated from the strategic planning process, since innovative tools are applied to create flexibility in planning process. We align with the argument of Neis; et al (2016) that the phases of strategic planning process,

influence are influenced by the element, ability and competence of organizations. There is a gap in knowledge on the subject, especially in emerging market context. Besides, we respond to the call by other researcher to explore the detail relationship between strategic planning process and innovation in organizations (Kich & Pereira; 2011, Beppler & Pereira; 2013, Neis et al, 2016) especially in developing countries (Nigeria). With increasingly unstable economic policies in environment, it is possible to identify the emergence of new configuration and innovation in organizations. The more dynamic the environment and stable economic policies, the better for organizations, therefore this study will deepen our understanding of strategic planning process on innovative competence, its antecedence, confluence and consequences and under what condition it can foster innovative actions. Upon the evaluation of the above, the insight from this study will influence policy making toward strategic planning process and innovation of manufacturing companies in Benin, Edo State. Therefore using a systematic literature review, this study asked the research questions below;

- RQ1. What factor attests to the antecedence of strategic planning process on organizational innovations?
- RQ2. What factors foster the confluence of strategic planning process on organizational innovation?
- RQ3. What are the consequences of strategic planning process on organizational innovation?

2.1 Theoretical Framework

The discussion on the relationship between strategy and innovation is far from reaching a consensus has not been agreed on the theoretical model of strategic planning

process organization must decide what model works for then or develop one which does. There are, however, a few theoretical model of organizational model that are known and often adopted and modified by organization. The following are three theoretical models;

- Conventional strategic planning model
- Goal-Based strategic planning model
- Organic strategic planning method

For this study, Goal-Based strategic planning model is adopted.

2.11 Based (Goal-Based) Strategic Planning Model

An issued-based strategic planning model is typically employed by organization that have pressing issue to manage. This model usually is designed for established organization that have necessary resources required to delve deeper into the strategic planning process (Business Benefit, 2018), this models include the following phases;

- Identification of SWOT (Strengths, Weakness, Opportunities and Threats) both internally and externally.
- Identification of problems and goals.
- Development of strategies to address problems and goals.
- Updating the mission/vision and values of the organizations.
- Development of action plans (i.e. objectives, resources, needs, roles and responsibilities for implementations.
- Development of goal to meet action plans.
- Development of a multi-year-operating plan.

(National Centre for Justice Planning, 2018).

The above outlined shows that it is vital to start with reviewing strategic planning process using SWOT so that any internal or external strengths, weakness, opportunities and threats are managed to achieve the goal.

According to NCJP (2018) this phase is closely linked to the next one, where problems and goals are identified. Contrary to other conventional model the goal based strategic planning model starts with identifying any problem, threats that may hinder the success of organizational purpose, opportunities that may facilitates innovation process/success. Innovation strategies are then developed to support/create a dynamic management system built for speed, flexible, prioritizing and allocating resources that makes good decision and focus on what matters most. These seven phases outlined are simplified for ease of use and application for innovation in the following ways;

- Establish priorities, allocate resources, review outcome and dynamically learn and adapt.
- Backlog of initiatives and process produce revenue and profit on yearly operational plan.
- Team challenges, resourcing initiative periodically and challenging competitors through information of past, present for future result.
- Match meeting cadence to the rapid pace of decision making and execution by focusing on right mindset and conversation. Rejecting poor business reviews focus excessively on success as planned, but accepting attention on ventures that are unyielding.

3.1 Literature Review

Planning refers to the manner of arranging to achieve goals of an organization and seeking to achieve its objectives within a stipulated time frame. This make it an action process directed towards gaining a desirable level of outcome. The fundamental challenge of strategic planning process is to ensure that employees working for the organization is aware of this plan before engaging them, to strive and help achieve it.

The planning process should include clear goals, vision and mission (Oyedijo; 2004). Strategic planning process with which this study is concerned may be defined as the art of creating specific business strategies, implementing them, and evaluating the results of executing the plan, in regard to a firm overall long-term goals or desires, it is a concept that focuses on integrating various departments within firms to accomplish its strategic goals. However, the term strategic planning process is essentially synonymous with strategic management. Furthermore, it involves making and implementing strategic decisions, as well as actions to attain strategic competitiveness and thereby gain a greater than average returns and maintain a sustainable competitive advantage. Al Shaikh; (2001); Posch and Garaus, (2019) noted that it plays an important role in improving, stimulating new ideas, assessing external environment and considering appropriate options. Lack of adequate strategic planning prevents firms from realizing and exploiting the advantage and opportunity they could have gained otherwise (Steiner; 1976, Kylaheiko; et al, 2016). Similarly, Sexton & Van-Auken (1985) found that weak strategic planning process results in a greater likelihood of the organization falling whereas strong planning can improve chances of success. This show that strategic planning process can assist firm to innovate for longetivity. Singhvi; (2000) established that strategic planning process is vital to organization success. Strategic planning process in manufacturing firms tends to take various forms e.g. specifying goals, objectives, task and activities, identifying critical issues, team buildings, innovation, identifying consequences and evaluating options (Bryson; 2018, Kem; 2018), there are four potential benefit of strategic planning process actualization (Bryson; 2018).

- Enhance strategic thinking and action within organization.
- Improvement within organization.
- Improve process of decision-making.
- Improve results and works.

Besides, strategic planning process may assist decision makers in dealing with challenges and other issues related to the organization (Kemp; 2018, Salkic; 2014). Strategic planning process can also make it easy to set goals and targets, and in decision-making to achieve future vision. The present study was conducted due to scanty studies specifically on strategic planning and its antecedence, confluence and consequences on organizational innovation in the context of manufacturing firms. This study attempts to fulfill this gap in the literature and investigating its relationship in the aforementioned context. With respect to the application of strategic planning process in manufacturing firms in Nigeria. Many have diversified into new market in recent years, this has resulted in manufacturing firms in offering better services, focus on market niche, as well as their decision making policies. Moreover, firms managers are focusing more intensively on their external and internal environment, placing greater emphasis on new directions and evaluating strategy alternative more carefully. These activities correspond precisely with strategic planning process components and environmental scanning. The fact that managers are becoming more intensively engaged in these activities implies that they acknowledge either consciously or unconsciously a relationship between strategic planning process and organizational innovation.

3.12 Organizational Innovation

The word innovation reportedly originated from Latin word '*innovare*' meaning to review, to make new or to alter.

Alternatively, the word innovation can be said to be derived from *Novus* or new, leading to the same meaning. Innovation is widely defined term both in the popular press and in the academic literature. Innovation refers to the capacity to apply new knowledge or to recombine existing knowledge in order to improve/enhance productivity, or to create new product and processes, therefore innovations are considered as the engines of productivity, competitiveness and employment growth for individual, organization and regions. For any innovation, apart from the creation, equally important is its diffusion and adoption that dents the economic system. Also recognized is the fact that innovation is a complex process that involves not only the innovative manager, or firm, but also a system of interaction and interdependencies between manager, firms and other employees, stakeholders as well as organization and institution. While innovation is recognized as a basic requirement, it is now evident that managing innovation demands, management, strategic planning process of both continuity and change. Firms need flexibility continually on several fronts to make innovation a staple happening leading to enhanced performances. With globalization having set in, the need to make world class products or services to meet the customers needs is being emphasized, requiring focus on new technology creation and implementation. Changes in business situations are inevitable e.g. COVID-19 pandemic (Omofowa; et al, 2021). Calling for a balance across current and future areas of focus and a key concern in all progressive organization, particularly in those concerned with issue of organizational behaviour, operational management or marketing, those engaged in product/service development, technology-based organization, and where there are

issues related to improving management quality, Hauser; et al (2006). According to Sandvik & Sandvik (2003), it serves as potentially powerful tool or weapon and a core value capability, Lumpkin & Dess; (1996) consider it as an efficient way to enhance organizational productivity, Bakar & Ahmad (2010) points out that innovation can help exploit new possibilities. Naranjo-Valencia; et al, (2016) suggest that it can help to gain competitive advantage over competitors, Avermaete; et al (2003) suggest four kinds of innovation, namely, market innovation, organizational innovation, method innovation and lastly product innovation. According to Damanpour (1996) organizational innovation describe the creation and adoption of new ideas and behaviour across the entire organizations. Also, Gunday; et al (2011), suggest a strong linked to administrative efforts in the organization, to renew its procedure, system, routines, mechanisms, etc. Several research considered it to be a good source of sustained competitive advantage (Aziz & Samad, 2016, Naranjo-Valencia et al, 2016, Nishitani & Itoh, 2016, Amarakoon, et al 2018, Salunke; et al 2019) as well as a catalyst for business and economic growth. Organization world-wide perceived innovation as the potentials to improve performance, by reducing cost, improve employee satisfaction in workplace, gain access to non-tradable assets (Avermaete, et al, 2003, Omofowa & Omofowa; 2022). This also include adjustment in managerial work activities and more fundamental changes in organization, such as to administrative processes and structural changes e.g. best practices, employees health policies, leave allowances (Omofowa; et al 2021). With respect to the application of organizational innovation in manufacturing firms in Nigeria, it is imperative for firms to create value that are

perennially relevant to the customers, complementary assets are essential to enable value enhancement/creation, firms need to be continually relevant with changes in technology, uniqueness, developed so assiduously in the form of skills culture, technology ownership (Omofowa; et al 2021, Omofowa, & Omofowa, 2021). Carving a growth path calls for continuously developing and nurturing competencies to utilizes these assets to fend off competitors, meet customers demand and react appropriately to technological development, from a holistic perspective, the need is to have a strategic planning process in place to manage innovation that can cope with both continuity and change.

3.13 Antecedence, Confluence and Consequences

The volatility of the business environment cause many firms to innovate and adapt reactive strategies rather than proactive strategies, howbeit, reactive strategies are typically only viable for the short-term, even though they may require spending a significant amount of resources and time to execute, strategic planning process helps firms prepare proactively and address issues with a more long-term view, they enable firm to initiate influence instead of just responding to situations. In addition, an increasing number of firms uses strategic planning process to formulate and implement effective decision, while planning requires a significant amount of time, effort and resources, a well-thought-out strategic planning process efficiently fosters firms growth, goal achievement and employee productivity. On confluence part, for innovation initiative to have the most impact, they must be tied to the strategic objectives of the firms. Management must not work in the dark, by mixing objective and priorities, they must be proactive in

suggesting initiative that would have a strong business impact in balancing innovative strategy that support business needs. Furthermore, firms need a multi-disciplinary process that brings together representative from department to collaborate on the strategic plan. This strategic planning process should occur yearly, with different division or business unit, leadership unit working together to define the direction, monitors, and reviewed for the coming year. For excellence, managers can propose different programs for research and development as a yardstick to meet strategic objectives and innovation initiatives. Following this trend, strategic planning process is both top-down and bottom-up. It is top-down in that the long-term vision is set at the leadership level, its also bottom-up in that different project in the portfolio are reviewed to understand value and timeline, expansion of geographical coverage is also an innovation initiative, the firm plans for geographical expansion to drive target priorities for the new development against other new development by competitors.

4.1 Methodology

This study is a systematic review of the published articles between 2000 and 2022 which was performed according to the “preferred reporting item for systematic reviews and meta-analysis” (PRISMA) guidelines and checklist (10). Authors independently searched Embase, PubMed/Medline, ISI/web of science (WOS), Scopus and Iranion database, such as Mag Iran, SID and Irandoc from 2000 up to 2022. Also, the grey literature (via Google Scholar) was searched. Studies written in English, were searched. The search strategy was as follows; strategic planning process or strategic management process, innovation, organizational

innovation and management. The article was included in the review by the following inclusion criteria.

Study selection and Data Extraction

Studies were included if they met the following criteria;

1. **Study type:** Studies original on strategic planning process and organizational innovation.
2. **Study setting:** All of the early studies that emphasized the importance of strategic planning process, innovation capabilities and those in other strategic planning process in industry were also included.
3. **Outcome:** The studies in which the importance of strategic planning process in innovative organization is defined and a conceptual model is presented.
4. The studies published in English Language.

Data Extraction

Authors jointly extracted the following information from selected studies;

1. Strategic planning process
2. Organizational innovation
3. Antecedence of strategic planning process and organizational innovation
4. Confluence of strategic planning process and organizational innovation
5. Consequences of strategic planning process and organizational innovation
6. The year of the study
7. Location of the study

Any disagreement in this regard was resolved through consensus. Information was entered into the forms designed for this purpose. The selected studies were fully reviewed and the required data were

extracted and summarized using the table designed. Endnote X5 software was used to organized this studies, the titles, abstracts and results of quality evaluation were surveyed based on PRISMA checklist and the duplicate were found. Excel 2016 was used to analyzed the data in graph form.

4.12 Data Analysis

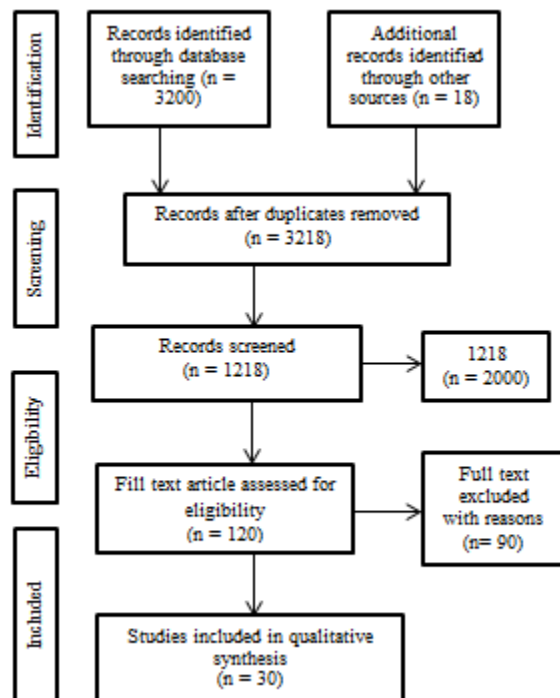


Fig 1: Prisma Flow chart of Screened, excluded and included studies

4.13 Result

In the initial search, 3200 studies were identified after screening the studies using the exclusion criteria, 1218 of them were selected, then, through complete review of full texts of the studies, 120 of them were excluded from the study and finally we selected and assessed the results of 30 studies that carried out a full strategic planning process and organizational innovation in manufacturing industries. Flow chart of the screened excluded and included studies are presented in fig 1. Also,

the result of quality evaluation are presented based on PRISMA checklist, moreover, in this study we considered the Antecedence, Confluence and Consequences of manufacturing firms in strategic planning process and organization innovation implementation.

5.1 Findings

The growing complexity of ideas and specialization of technologies require a rich strategic planning process. A review of past studies shed light on the antecedence (RQ1), Confluence (RQ2) and Consequences (RQ3) of strategic planning process and organizational innovation. In response to RQ1 Antecedences of strategic planning on organizational innovation, it is observed that organization need to build the necessary capacity to do strategic planning. The skills and resources of strategic planning process in manufacturing firms should match the complexity of the processes and practices involved (Poister & Streib, 2005). Necessary, resources include for example, financial capacity (Boyne et al 2004), knowledge about strategic planning (Hendrick; 2003), capacity to gather, analyze, and evaluate between potential solution (Streib & Poister; 1990). Arguably, regarding the relationship between implementation and hierarchical levels, we noted the existence of a reciprocal relationship, top to bottom, bottom to top. Strategic planning process propel changes and innovation in organization, which must be flexible, and characterized by the formation of new position, department, teamwork. In addition to what we identified, commitment of management and employees to the implementation and innovation of the process begins by dominant coalition of the organization. In responses to (RQ2) the authors suggested that confluence of strategic planning process on organizational

innovation begins with the methodological framework, regulation of objectives and priority to interface with evaluation and control. Arguably, organization that uses strategic planning process, it is common for the control and evaluation of result to be of no cause and effect relationship. But rather integrating strategic planning process with perceived organizational innovation through significant link to obtain certain similarities (Poister; 2010). In response to (RQ3), the authors observed great variation in how stakeholders are included and their participation, their contribution to strategic planning process was significant and it is advisable to include any in the process (Thomas; 1995). In the light of this review, the author present preposition to investigate the determinant of strategic planning process on organizational innovation and their effect in the Nigeria context.

Proposition 1: Strategic planning process will significantly affect organization innovation antecedence determinant.

Proposition 2: Strategic planning process will significant affect organizational innovation confluence determinant.

Proposition 3: Strategic planning process will significantly affect organization innovation consequence determinant.

Conclusion

Strategic planning process in manufacturing firms has been institutionalized as a fairly common practice at all level in Nigeria. This is an important concern for many manufacturing firms. There is also reasonable agreement on what it means to be strategic and other practices that arise from strategic planning or which are of an innovative nature leading credence that strategic planning and innovation are thus key ingredient for manufacturing firm improvement. Yet researchers have only

begun to understand why and how strategic planning and innovation can be beneficial. Based on the state of the current research, what would a strategically informed agenda for strategic planning and innovation research look like. First, it is important to emphasize that manufacturing firms strategic planning and innovation is not one thing but a set of concept, procedures, tools and practices that must be applied sensitively and contingently in specific situation if the presumed benefit of strategic planning process and innovation are to be realized. Second, because planning must attend to context in order to be strategic, approaches to strategic planning process and innovation may be represented as generic in form, but in practice are likely to be highly contingent. Third, researchers should define strategic planning in functional way and innovation process in procedural ways in order not to be blinded to the array of approaches through which planning can be strategic. Last, we need a much better elaborated theory about the potential link from context to strategic planning process to innovation procedures, antecedence, confluence and consequences.

Theoretical and Practical Contribution

This present study makes theoretical and practical contribution to the field through its identification antecedence, confluence and consequences may be directed to affect strategic planning process on organizational innovation of manufacturing firms. The theoretical value of this research is that it has shown the Goal-Based strategic planning model is relevant in explaining the interaction between strategic planning process and organizational innovative capabilities in terms of Antecedence, Confluence and Consequences. This gives a new research direction in human resource management. Researchers stand to gain

several benefits from a higher understanding of how strategic planning process and innovation can be used to impact, interface and observe consequences in order to favourably understand changes and planning process in organization. In particular, an environment of rapid transformation places pressure on organization in terms of systems and resources which might compel managers to take action, the link between these two areas can generate valuable knowledge to encourage innovative activities in manufacturing firms. Additionally, this study has reduced the gap identified in the literature in which these concept were examined in the context of public prosecutors office of Santa Catarina (Neis, et al, 2016), the results can therefore be used for practical benefits by mangers, leader, decision-makers and other practitioners alike of either public or private organizations. The valuable role of strategic planning process should be acknowledge and exploited by mangers if they seeks innovation. Similarly, given that innovation is instrumental in impacting change in a positive direction and its value for gaining competitive advantage, emphasis should also be placed on developing a culture of innovation in organization.

Recommendation

Following the results and finding discussed, we highlight important recommendation for the various stakeholders identified in the study.

1. Manufacturing firms should accord priorities attention to the element of strategic planning process. i.e. develop a dynamic innovative culture.
2. Since environmental factor affect strategic planning process, manufacturing firms should make adequate environmental analysis both internal and external analysis.

Limitation and Suggestion for Further Research

The present study used qualitative approach in the study through systematic literature review, future studies can use quantitative approach, this could provide better insight into the phenomenon. Researcher can also used case study survey approach to provide an in-depth perspective of the subject. Despite these challenges mentioned, this paper contribute to the debate on strategic planning process and organizational innovation.

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Monitoring and Evaluation for Niger Delta Development Commission, Nigeria: A Blueprint

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Dates:

Received: 24 Oct., 2022

Accepted: 2 Dec., 2022

How to cite this article:

Ejike, L. C., & Umaru, M. Z. (2023). Monitoring and Evaluation for Niger Delta Development Commission, Nigeria: A Blueprint. *Creative Business Research Journal* 3(1), 63-79

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Department of Business
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Abstract

Purpose – The purpose of this paper is to develop a practical implementation blueprint for ensuring successful project completion in the Niger Delta Development Commission (NDDC), Nigeria, through the adoption of effective Monitoring and Evaluation (M&E) strategies. The objective is to prevent project abandonment by NDDC in the Niger Delta region of Nigeria.

Design/methodology/approach – This paper employed content analysis through a critical review of 135 peer-reviewed empirical studies on M&E. Findings of the critical review was used to develop a practical Project M&E-blueprint.

Findings – The paper found that M&E was successfully used in addressing the problem of project abandonment in 130 of the 135 empirical studies reviewed. It also found that five different indicators have been used by various scholars to measure the efficacy of M&E in ensuring successful project completion. Finally, many factors were found to be responsible for M&E failure in various studies reviewed, these factors were grouped into three: power struggle, weak M&E capacity and poor stakeholders' participation

Practical implications – The M&E-blueprint developed provides a practical and comprehensive step-by-step guide which the NDDC can adopt to prevent project abandonment and ensure successful project completion in the Niger Delta region.

Originality/value – The comprehensive step-by-step M&E-blueprint developed provides one of the first guides to the achievement of successful project completion in the context of a developing country.

Keywords: Monitoring and evaluation, Blueprint, Critical review, Project abandonment

Paper type: Conceptual paper

1.0 Introduction

Project abandonment is a global phenomenon; the information system projects in the United Kingdom (UK), power generation projects in Africa, and construction projects in Asia are all classical examples (Okereke, 2017; Eja & Ramegowda, 2020). However, in doing a comparative analysis of abandoned projects between developed and developing countries, Damoah (2015) revealed that the rate of project abandonment in developing countries is higher than the rate in developed countries (Ogwueleka, 2011; Damoah, 2015). In Nigeria, as one of the developing countries of the world, the increase in abandonment of development projects handled by the Niger Delta Development Commission (NDDC) in the Niger Delta region has reached an alarming rate. For example, recent forensic audit report of the NDDC indicated that, within the last 22 years of the Commission's operations (2020-2022), there are over 13,000 abandoned projects within the Niger Delta region with huge financial implications (Soonest, 2021). This phenomenon is largely due to poor project supervision, corruption, poor funding, poor risk management strategies, quackery, variation of project scope, political factor, and natural disaster among others as well as poor Monitoring and evaluation (M&E) of the projects (Rajablu *et al.*, 2015; Shahhossein *et al.*, 2018). Project abandonment has resulted in many adverse consequences including waste of public resources, reduced aesthetics of the neighborhood, reduction in employment opportunities and rate of economic development in the region (Shinkafi, 2021). A project is considered abandoned when there is a discontinuation in any activity or maintenance works on such project within a time frame of the contract agreement and with no intention of returning back to the

project (Damoah, 2015; Shinkafi, 2021). Abandonment may happen at any stage of a project lifecycle and incur significant amount of loss. The litany of this scenario across the Niger Delta region amongst others is what prompted the need to investigate the role that M&E plays in addressing the phenomenon.

It is assumed proper monitoring and evaluation of such projects will facilitate smooth completion. Monitoring is thus a continuous function, based on systematic collection of data on specified indicators to provide management and stakeholders with indications of progress of an ongoing project/programme (Niyivuga, 2019; Waylen, 2019; Tegan *et al.*, 2019). It is not a one-time activity, but more of day-to-day activity, usually in the context of implementation schedules and the use of project inputs (Niyivuga, 2019; Tegan *et al.*, 2019). Evaluation on the other hand is the assessment of the effectiveness and efficiency of a project in meeting its objectives, through a periodic and systematic data collection to make certain judgments about the project (Tegan *et al.*, 2019; Waylen, 2019; McCauley, 2022). Both monitoring and evaluation are closely related, such that, to conduct an effective evaluation you need to use data collected during monitoring (Niyivuga, 2019; Tegan *et al.*, 2019). Both activities are aimed at tracking the progress of a project. M&E plays an important role in ensuring: effective project planning; informed and evidence-based management decisions; identification and documentation of mistakes/deviations very early for corrective measures; projects stay on track and perform well, and; effective and efficient resource allocation (Rae *et al.*, 2019; Niyivuga, 2019; Waylen, 2019). M&E has been successfully used to

ensure successful project completion in a number of projects across the Globe, however, project abandonment remains a serious problem in the Niger Delta region of Nigeria.

It is against this backdrop that this paper sought to develop a practical, step-by-step blueprint for the achievement of successful project implementation in the Niger Delta region of Nigeria. In order to achieve this aim, the paper has two broad objectives: 1) To conduct a critical review of extant empirical articles on M&E in order to address four research questions, which include the following: a) was M&E effective in preventing project abandonment?; b) what was the evidence that M&E was successfully used to address project abandonment?; c) how was M&E strategy implemented successfully to prevent project abandonment?; d) why did M&E not work in certain areas? 2) To use the knowledge and evidences obtained from the critical review along with the researchers' knowledge of the Nigerian experience to develop an M&E-Blueprint for the NDDC.

The rest of the paper proceeds as follows: first, the methodology used to conduct the critical review of empirical M&E articles is presented. Second, the findings of the review and their implications for the development of the blueprint are discussed. Third, the M&E-Blueprint is presented and discussed, and the paper ends with a well-articulated conclusion.

2. Methodology

In answering the research questions earlier stated, this study relied exclusively on empirical articles published by six major academic publishers (Emerald, Elsevier, Sage, Springer, Taylor and Francis, Wiley). Studies from these major academic publishers were used because they were

considered to be of high-quality standards and evidence based (Krah & Mertens, 2020). The studies which were all M&E related, were authoritatively used to validate the efficacy of using M&E in addressing the problem of project abandonment.

The main search term used in searching for relevant articles for this paper was "Monitoring and Evaluation", all-in-title search. The search term was required to be in the title of the articles downloaded so as to have studies that focused directly on the issue being investigated. Also, only articles dated between 2000 to 2022 were included in the search. Use of the timeframe between 2000 and 2022 was informed by the fact that this paper's case study, which is, "Niger Delta Development Commission" (NDDC) was created in the year 2000, and the problem being investigated is "projects abandonment" by the NDDC, which started after the Commission was created. The idea behind this is to find the M&E technologies/strategies that have been available since the establishment of the Commission. It is important to also note that during the search, citation was removed, as it is full articles that were searched for. The major academic publishers used in this paper included the following: Emerald, Elsevier, Sage, Springer, Wiley and, Taylor and Francis (arrange publishers alphabetically). They were used in the column for "return articles published in" one after the other to know the total number of articles published by each of the publishers.

Furthermore, only peer-reviewed journal articles were included; conference papers and book chapters were excluded due to a lack of a robust peer-review process which serves as an important quality check for articles. The article selection process ensured that the downloaded articles' abstracts were read to ensure that the articles

were empirical. Furthermore, only empirical articles dealing with community development projects were selected because this is the critical objective of the Niger Delta Development Commission which this paper developed an M&E blueprint to guide its activities and improve its ability to successfully complete projects. Table 1 presents the articles search result.

Table 1: Articles Search Result

S/N	Publisher	Total number of articles found	Total number of articles selected
1.	Emerald	7	3
2.	Elsevier	158	55
3.	Sage	43	16
4.	Springer	172	21
5.	Taylor & Francis	64	31
6.	Wiley	64	16
TOTAL		508	142

3. Findings and discussion

This section presents the findings of the critical review conducted, and it contains four sub-sections, which presents the answers to the study’s four research questions. Each section provides the answers to one of the four research questions of the study. The concluding part of the paper provides a summary of findings of the critical review conducted.

3.1 Was Monitoring and Evaluation (M&E) effective in preventing project abandonment?

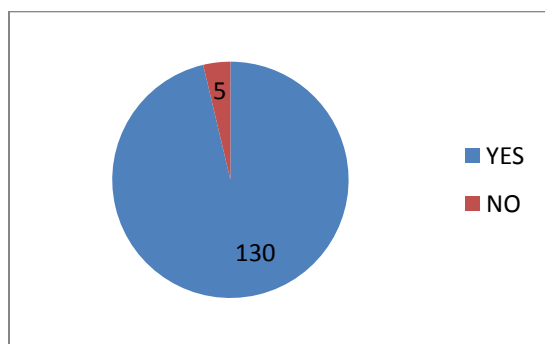


Figure 1: A pie chart showing the findings of the first research question

Figure 1 is a pie chart showing that M&E was successfully used in addressing the problem of project abandonment in 130 of the 135 empirical studies reviewed (96%) in different contexts across the globe (Abdullah, 2017; Mulatu *et al.*, 2018; Mgoba & Kabote, 2020; Rae *et al.*, 2021; Kibukho, 2021; Feng *et al.*, 2022). For example, Kibukho (2021) examined the influence of Participatory Monitoring and Evaluation (PM&E) on a social project known as the “Karemo Area Development Programme” (ADP) in Kenya, using, “citizen empowerment” as indicator for measuring sustainability of the programme. Karemo ADP is a programme that is community based and focused on the needs of the poor and the disenfranchised members of the community. It was initiated to respond to myriads of development challenges facing Karemo Division, key among these are challenges posed by HIV and AIDS. It was found that there is a positive relationship between PM&E and citizen empowerment, meaning that the application of PM&E led to attainment of citizen empowerment and sustainability of Karemo ADP. Similarly, Tengan *et al.* (2019) analyzed the outcome features of effective M&E in all kinds of construction projects delivery in Ghana. Focus of the study was on the construction industry of Ghana.

From the findings of the study, there is evidence of effective M&E leading to project success, thus achieving value for money, successful project closure, end-user satisfaction and cost efficiency (within budget). In addition, Mgoba and Kabote (2020) examined a water project by the Government of Tanzania. The idea was to determine the effectiveness of PM&E on achievement of the community-based water projects’ objectives. Objectives of the water project included to: have functionality of water points, increase water availability, and

reduce time spent by women and girls to collect water for domestic use in the villages. Findings of the study revealed that PM&E was effectively employed and it led to achievement of the water projects' objectives

It was only in 4% of the studies reviewed (5 out of 135) that M&E did not lead to successful project completion (Finke & Schreffler, 2004; Ivan, 2017; Baodu & Ile, 2019). For example, Tegan and Aigbavboa (2017) examined the public construction projects in Ghana and sought to know why most of the projects are abandoned. To do that, data was collected from some selected stakeholders (contractors, material suppliers and consultants) involved in construction project delivery in Ghana. Findings of the study revealed that there was a high level of stakeholder engagement in project implementation process, but the participation of stakeholders in M&E of public projects was very poor due to lack of knowledge and time devoted for M&E of projects by stakeholders. These have contributed to the impediments of successful project delivery in Ghana. Similar to the study of Tegan and Aigbavboa (2017) who examined the construction industry of Ghana, Collistus and Clinton (2016) also did not have a particular project in mind, but focused on the entire construction industry of Ghana, and aimed to identify the barriers to successful projects implementation in the Ghanaian construction industry.

The study found that the implementation of M&E in the Ghanaian construction industry is faced with the following problems: weak institutional capacity; limited resources; weak linkage between planning, budgeting and M&E; none utilization of M&E results and finally; poor data quality, leading to the failure of M&E in preventing project abandonment. In the case of Baodu and Ile

(2019), the study observed the consistent failure of skills acquisition and employment generation efforts of the Government of Ghana under an arrangement known as the "Youth Intervention Programmes". The study examined the phenomenon to identify the reasons for such failures despite application of PM&E in the programme implementation process. Findings revealed that power struggle amongst the stakeholders (that is, the youths, implementers, government and the beneficiaries) in the programme implementation process was responsible for the PM&E's inability to ensure successful programme implementation.

These findings further implies that there are empirical evidences showing the efficacy of M&E in addressing the problem of project abandonment (Tengan *et al.*, 2019; Mgoba & Kabote, 2020; Kibukho, 2021). This should therefore give the leadership of Niger Delta Development Corporation (NDDC) the assurance that the use of M&E can also be adopted in to address the menace of project abandonment whilst taking into consideration the peculiarities of the Niger Delta region. M&E has been used globally by various private and Government institutions to ensure value for money, effective resource allocation and timely completion of projects. Given the empirical evidences showing the application of M&E as a tool for successful project completion, embracing it would therefore be the right step in the right direction for the NDDC. It is also important to note that M&E has failed to ensure successful project completion in some places owing to certain factors which include power struggle, weak institutional capacity, limited resources; weak linkage between planning, poor budgeting and M&E; none utilization of M&E results and finally, poor data quality (Collistus & Clinton, 2016; Tegan &

Aigbavboa, 2017; Baodu & Ile, 2019). These must be avoided by the NDDC in order to prevent project abandonment in the Niger Delta region.

3.2 What was the evidence that M&E was successfully used to address project abandonment?

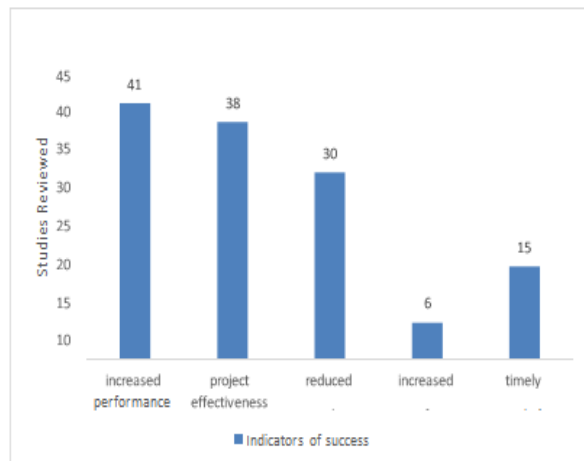


Figure 2: Evidence that M&E was successfully used to address project abandonment

As can be seen in Figure 2, different indicators have been used by various scholars to measure the efficacy of M&E in ensuring successful project completion. These indicators have been generally grouped into five, all of which are discussed in the subsequent paragraphs, begging with “project performance”. 41 of the studies reviewed used increased “project performance” as indicator for measuring successful implementation of projects (Mahmood, 2011; Xue, 2013; Lamhauge et al., 2013; Mpofu et al., 2013; Govender, 2016). An example is seen in the study of Govender (2016), who assessed M&E capacity development in local municipalities in the KwaZulu-Natal Province. It was found that M&E capacity development was perceived to positively impact staff motivation, thereby increasing their overall

performance. This study is significant as it provides empirical evidence of how employee performance can be increased through M&E. The management of NDDC can by implication do same in order to ensure that the NDDC staff are well motivated so as to increase the success rate of their projects.

Secondly, 38 of the studies reviewed adopted the use of projects “effectiveness” as the indicator for measuring success (Lowrence, 2007; Marshall & Suarez, 2014; Lajevardi et al., 2015; Mgoba & Kabote, 2020; Feng et al., 2022). Effectiveness refers to the extent to which desired outcomes or objectives are achieved. As seen in the study of Mgoba and Kabote (2020) who sought to determine the effectiveness of PM&E on achievement of community-based water projects’ objectives. Using both qualitative and quantitative means of data collection and analysis, it was found that community-based water projects’ objectives were achieved. It was further found that PM&E was the effective tool used in achieving the water projects’ objectives. This finding has further lent credence to the efficacy of M&E in achieving successful project completion. This indicator would be useful to NDDC especially in executing social investment programmes aimed at poverty reduction, economic empowerment of the people and distribution of relief materials to victims of natural disasters.

Thirdly, “prevalence rate” was used as the indicator for measuring success by 30 of the studies reviewed, especially those that focused on health-related projects/interventions (Barbara et al., 2012; Fernandez-Lope, 2016; Mulatu et al., 2018; Rae et al., 2019; Holt et al., 2021). Prevalence rate is the proportion of a particular population found to be affected by a medical condition (typically a disease or a

risk factor such as smoking or seatbelt use) at a specific time (Rae et al., 2019; Holt et al., 2021). Prevalence decreases in certain instances, including; when the disease is cured, when the patient dies, or when the risk factor is reduced (Rae et al., 2019; Holt et al., 2021). M&E has been identified as a tool for successful reduction of medical conditions by various studies (Rae et al., 2019; Holt et al., 2021). This was confirmed by Rae et al. (2019) who investigated the role of M&E in ensuring functional access to community-based early diagnosis and treatment in a malaria elimination programme in Eastern Myanmar. Findings of the study revealed that the malaria posts (facilities for malaria treatment) operating under the programme performed to a high standard, with the majority of them offering uninterrupted access to diagnosis and treatment following the adoption of M&E. Using this indicator in measuring successful project implementation is relatively quick, cheap and easy to conduct. It is important in public health for assessing the burden of disease in a specified population and in planning and allocating health resources. It is however not suitable for studying rare diseases or diseases with a short duration, and it is susceptible to biases such as responder bias, interviewer bias and social acceptability bias. The bane of rural healthcare delivery in the Niger Delta region is the lack of basic medical infrastructure, equipment, and even medical interventions to mitigate the spread of certain medical conditions. Therefore, the intervention of the NDDC in this regard has always been a welcome development except that most of interventions end up abandoned. Empirical evidences have proved the applicability of this indicator, hence the need for its adoption in NDDC health related projects.

Fourthly, 6 of the studies reviewed measured success using “safety” (Ran, 2011; Zhang, 2011). This is evidenced in the study of Ran (2011) who felt concerned due to the complexity and uncertainty inherent in excavation activities during metro station excavations which brought a challenge to civil engineering communities and poses threat to the public safety in metropolitan regions. The stability of deep excavation and adjacent buildings gained highlighted concerns during metro station construction. The study found that a viable and practical way to ensure the construction safety was by executing real-time monitoring strategy with the aid of advanced sensing and signal processing technologies. This implies that the safety of construction workers and the general public is a global concern which the NDDC must key into to avoid the problem of building collapse during or after construction.

Lastly, 15 of the studies reviewed measured success using timely completion of project (Moreno et al., 2010). Project completion is timely when all the necessary activities related to the project are completed on or before the scheduled date (Sezer & Fredriksson, 2021). This is a major factor in determining the success or failure of a project. It is important for projects to be completed on schedule as it does not only allow for the project objectives to be achieved within budget, but also bring about increased efficiency and productivity. Unfortunately, this is one area where NDDC projects have not been fairly treated, leading to their abandonment. To address this ugly phenomenon, projects must be well planned, executed by experienced professionals with the necessary tools to do the job. Most importantly, projects must be adequately funded and monitored regularly to avoid abandonment.

In analysing the indicators of M&E success identified in this study, a critical review of empirical studies creates the understanding that there is no one best indicator for measuring the success of a project, rather the project's objective determines the most appropriate indicator. The NDDC must therefore clearly define its objectives for easy identification of the indicators used in measuring performance in order to be able to easily track its performance. Generally, projects in the Niger Delta region are aimed at improving the welfare and quality of life of the people in various aspects of their lives. Therefore, timely completion of these projects within budget and according to specifications would be ideal for the NDDC, as project abandonment would have been prevented.

3.3 How was M&E strategy implemented successfully to prevent project abandonment?

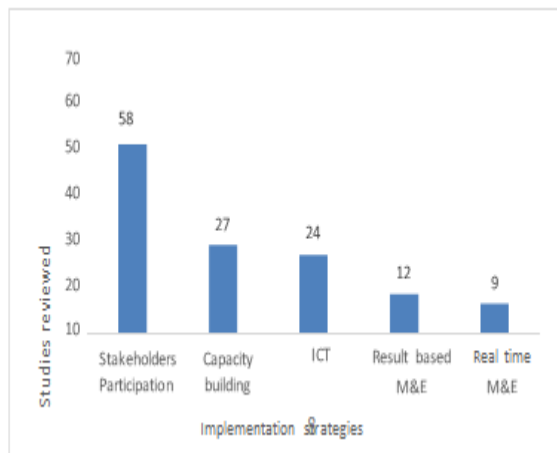


Figure 3: M&E implementation strategies

As seen in Figure 3, different M&E strategies were adopted in various studies reviewed all of which have been generally grouped into five, namely: stakeholders' participation, capacity building, Information and Communications Technology (ICT), Result-based M&E, and lastly, Real-time

M&E. Each group contains a number of related strategies that have been adopted in ensuring successful project completion. The strategies are discussed in subsequent paragraphs beginning with the most frequently used amongst the studies reviewed, which is "stakeholders' participation" (Koukounari, 2011; Govender, 2016; Mgoba & Kabote, 2020; Holt *et al.*, 2021; Kibukho, 2021). Stakeholders are people who may be affected by the decisions of an organization or can influence the implementation process (Zhu *et al.*, 2022). Stakeholders' participation therefore, involves sharing a common understanding with stakeholders and involving them in the decision-making process of a project (Zhu *et al.*, 2022). Participation by stakeholders leads to empowerment and joint ownership of a project. Despite the fact that the strategy requires more time, resources and may be more difficult to implement; the result is an increase in commitment to the project (Lethi *et al.*, 2022). The strategy: allows that project plans are a reflection of the real needs and priorities; allows the voices of the stakeholders be heard which leads to sustainability; and promotes transparency (Galukande-Kiganda & Nalumansi, 2021; Lethi *et al.*, 2022). This is evidenced in the study of Mgoba and Kabote (2020) who investigated the effectiveness of PM&E on achievement of community-based water projects. Findings of the study revealed that water projects achieved targeted objectives in increasing water availability and reducing time spent by women and girls to collect water for domestic use. Also, the overall effectiveness of PM&E on achievement of community-based water projects was high. This strategy has been empirically proven to have worked and led to successful projects completion in various parts of the globe, therefore making it a necessary strategy for

adoption by the NDDC in addressing the problem of project abandonment. The strategy is a critical tool to gaining commitment to NDDC projects, and ultimately has the capacity to increase the chances of projects completion and sustainability, as its efficacy is not limited to social projects, but extends to construction and other projects.

Secondly, 27 studies adopted the use of "capacity building" as the M&E strategy for successful projects completion (Mpofu *et al.*, 2014; Govender, 2016; Mahmood, 2011; Vernooy *et al.*, 2006). Capacity building involves the improvement of an individual's or organization's ability to produce or perform (Asuquo & Okon, 2020). M&E capacity development is intentional and conducted to meet specific needs. This strategy enables organizations and their leaders to develop competencies and skills that can make them more effective and sustainable, thus increasing the potentials to solve society's most intractable problems (Asuquo & Okon, 2020). This is seen in the study of Mpofu *et al.* (2014) who investigated the M&E of health programs in Botswana, where university graduates with no experience in M&E were recruited and provided with on-the-job training to develop a new cadre of health worker. Three years after establishment of the cadre, an assessment was conducted to document achievements and lessons learnt. Using qualitative means of data collection and analysis, findings revealed that the development of a dedicated M&E cadre contributed positively to health information systems in Botswana by helping build M&E capacity and improving data quality, management, and data usage in healthcare delivery system.

Thirdly, 24 of the studies reviewed used ICT as the strategy for effective M&E

implementation (Lowrence, 2007; Zhang, 2011; Neupane, 2014; Dong *et al.*, 2015; Mulatu *et al.*, 2018; Dube, 2021). As seen in the study of Ran (2011) who felt that the stability of deep excavation and adjacent buildings has gained highlighted concerns during metro station construction in China. The study found that a viable and practical way to ensure the construction safety is by executing real-time monitoring strategy with the aid of advanced sensing and signal processing technologies. For successful project implementation in the NDDC, there is a need to integrate ICT into M&E process so as to guarantees higher quality data generation in less time, less effort with minimal financial resources. This will lead to higher efficiency and productivity and subsequent successful projects implementation.

Fourthly, 12 of the studies reviewed used Results Based Monitoring and Evaluation (RBM&E) strategy to achieve successful project implementation (Lamhauge, *et al.*, 2013, Xue *et al.*, 2013; Marshal & Shuarez, 2014). A good example is the study of Xue *et al.* (2013) who applied the RBM&E system to analyze nine key infrastructure projects at various stages of their life cycle, including design, construction and operation. The study found that project performance and successful completion can be achieved by adopting RBM&E throughout the project life cycle. This strategy involves a systematic approach for monitoring performance and evaluating the long-term results of projects instead of just short-term output. The strategy enhances the effectiveness of development programs and projects implemented by organizations.

Empirical evidences have proved that the adoption of M&E is critical in preventing project abandonment, more critical is the M&E strategy deployed in the project

implementation process. M&E capacity building which is the second most frequently used M&E strategy in the studies reviewed ensures that the necessary skills are acquired by the relevant stakeholders, however, if the major stakeholders in the Niger Delta region are not committed to the project through active participation in the implementation process, successful implementation will be difficult. Similarly, the application of ICT as M&E strategy is cost effective, guarantees fast data processing and analysis for decision making, however, it requires specialized skills which might be too difficult for other stakeholders in the Niger Delta region to understand and support. The result-based monitoring and evaluation strategy is also suitable for monitoring of NDDC construction projects since it is focused on the performance of long-term results of projects as the strategy is rarely designed for short-term projects. For the NDDC to prevent project abandonment, an integration of these aforementioned M&E strategies would play a critical role in serving the purpose with emphasis on the most frequently used strategy amongst the studies reviewed, which is "stakeholders' participation. This allows the stakeholders to be committed and take ownership of the project implementation process.

3.4 Why did M&E not work in certain areas?

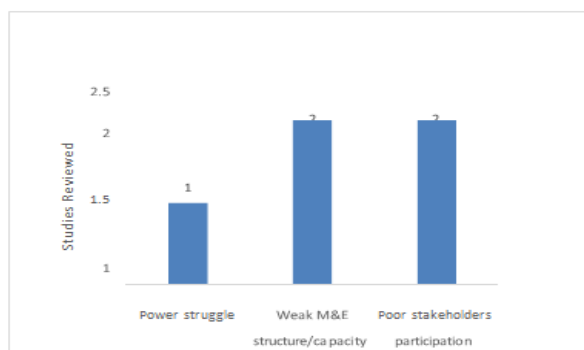


Figure 4: Reasons for M&E Failure

Many factors have been found to be responsible for M&E failure in various studies reviewed, these factors have been grouped into three, they include: power struggle, weak M&E capacity and poor stakeholders' participation as seen in figure 4. These reasons are discussed below one after the other beginning with "power struggle", which suggests a situation where people or groups compete for control or relevance in a particular sphere (Baodu & Ile, 2019). As earlier mentioned in the study of Baodu and Ile (2019) who observed the consistent failure of skills acquisition and employment generation efforts of the Government of Ghana under an arrangement known as the "Youth Intervention Programmes". The phenomenon was investigated and findings revealed that power struggle amongst the stakeholders in the programme implementation process was responsible for the PM&E's inability to ensure successful programme implementation. In the NDDC, power struggle is an unfortunate reality as the Niger Delta community leaders, youth organisations and the politicians all struggle to get their share of the "largesse" from the Niger Delta Development Commission. This impedes progress, as it can lead to unpleasant consequences (in most cases, project abandonment) which is not good for project implementation process.

The second reason why M&E did not work in certain areas is "weak M&E capacity", which refers to the inability of individuals or organizations to perform the required tasks related to M&E. The individuals or organizations in charge of projects M&E either lack the requisite skills and knowledge to carry out their responsibilities effectively, or simply chose to be corrupt in doing that. This often leads to project abandonment as in the case of NDDC. As earlier mentioned, Collistus and Clinton

(2016) focused on the entire construction industry of Ghana, and investigated the barriers to successful project implementation in the Ghanaian construction industry. The study found that the implementation of M&E in the Ghanaian construction industry is faced with the problems of weak M&E capacity among other reasons, leading to the failure of M&E in preventing project abandonment.

The third and last reason why M&E failed to achieve successful project implementation in the studies reviewed is “poor stakeholders’ participation’, which is either due to lack of knowledge or non-involvement of relevant stakeholders in the project implementation process. This is evidenced in the study of Tegan and Aigbavboa (2017) who examined the public construction projects in Ghana and sought to know why most of the projects were abandoned. The study found that there was a high level of stakeholder engagement in project implementation process, but the participation of stakeholders in M&E of public projects was very poor due to lack of knowledge and time devoted for M&E of projects by stakeholders. These have contributed to the impediments of successful project delivery in Ghana.

In view of the reasons found to have led to the failure of M&E under different circumstances in the studies reviewed, it is recommended that the relationships and roles of all stakeholders must be clearly defined to avoid conflict of interest and, execution of activities of the project must be done in the most transparent manner. Furthermore, those who act beyond their legitimate boundaries should be prosecuted to serve as deterrent to others. Similarly, the serious challenge of weak M&E capacity must be addressed by sending officers concerned for training, workshops and seminars, not only on the knowledge

acquisition, but also attitudinal change so that the institution can have the capacity to carry out M&E activities seamlessly. This will ensure stakeholders active participation in project implementation process. Finally, given the empirical evidences showing the efficacy of stakeholders’ participation as a tool for successful project completion, the NDDC should institutionalize stakeholders’ participation in all its projects so that the stakeholders will ensure successful projects implementation and put an end to projects abandonment.

This paper critically examined the role of M&E in preventing project abandonment. To achieve this objective, four research questions were asked, and in answering the first one, it was found that M&E was successfully used in addressing the problem of project abandonment in 96% of the empirical studies reviewed, it was only in 4% of the studies that M&E did not lead to successful project completion. The second research question revealed the indicators used by various studies to measure successful project implementation, the indicators include: project performance, effectiveness, prevalence rate, safety and lastly, timely completion of project. The third research question found the various M&E strategies used in preventing project abandonment, they include: stakeholders’ participation, capacity building, ICT and Resource Based Monitoring and Evaluation. The last research question found the reasons for M&E failure in the studies reviewed to include: weak M&E capacity, power struggle and poor M&E participation. In meeting the desires of the NDDC to end the critical challenge of projects abandonment, the findings of this study will be useful in determining the M&E techniques that are relevant and applicable to ensuring successful project implementation by NDDC. This will go a long way to increase

productivity and accelerate the rate of timely and successful project delivery within budget.

4. Monitoring and Evaluation Blueprint for the Niger Delta Development Commission (ME-NDDC)

This paper had two main objectives; first, to critically review extant, high-quality empirical articles on the efficacy of Monitoring and Evaluation (M&E) in preventing project abandonment. Second, to develop a practical and comprehensive M&E blueprint for the NDDC based on the lessons learned from the critical review conducted and the researcher's in-depth knowledge of the peculiarities of NDDC as well as the Nigeria's society. This section therefore presents the achievement of the paper's second objective; Figure 5 presents the step-by-step M&E Blueprint for the NDDC (ME-NDDC).

The first step of the ME-NDDC blueprint is a clear *identification of project objectives*. This involves a clear statement of Specific, Measurable, Achievable, Realistic and Time-bound (SMART) objectives intended to be achieved at the end of the project. Objectives need to be specific, so that they can be easily measured using accurate data for proper determination of success. When objectives are too lofty, even team members will resent them and as a result, might not even try, and in the long run nothing is achieved. Since the creation of the NDDC in the year 2000, a lot of projects have been initiated aimed at improving the quality of lives of the people of Niger Delta region in Nigeria. However, very few of these projects have been successfully completed. Majority of the projects have either been grossly underfunded, poorly executed or completely abandoned after embezzling the funds meant for their completion. This phenomenon is evidenced by the litany of failed/abandoned

projects across the Niger Delta region which are mostly involve construction of infrastructure such as roads, hospitals, bridges and schools, as well as water and electricity projects, including sea embankment and dredging of rivers. In order for the NDDC to address this menace, the Commission must not only acknowledge the problem at hand, but also design strategies for addressing them and succinctly establish ways through which the project staff will know when the projects have been successful in solving the identified problem.



Figure 5: ME-NDDC
Source: Authors (2022)

Clear project objectives will help the NDDC project staff to: know what the organization is out to achieve; evaluate their work; know whether the project is succeeding or failing; know when improvements on the existing plan is necessary; and lastly; continue moving in the right direction. This is why step 2 of the Blueprint emphasizes a structured set of *performance indicators* covering: inputs, process, outputs, outcomes and impact. Project performance indicators

are aimed at tracking progress towards achieving the set objectives. Performance indicators should be not only be SMART, but also be a mix of those that measure project implementation processes, and those that measure outcomes. Process indicators track the progress of the project implementation and they help to answer the question, “are activities being implemented as planned?” Outcome indicators track how successful projects have been at achieving desired objectives, they help to answer the question, “has the project made a significant difference?”. The NDDC as an agency of the Government whose primary responsibility is to provide essential services to the people must focus on successful project completion on time, budget and according to desired quality.

After the project performance indicators are determined, step 3 of the Blueprint is a decision on the most appropriate and convenient *method(s) of data collection*, and the frequency in order to track performance. This should be a conversation between the NDDC management staff, the project team and other stakeholders. The source of data depends largely on what each indicator is trying to measure. NDDC projects will likely need multiple data sources to answer all the questions concerning the projects at hand. Data on the project being handled can be generated from the internet, through interviews in order to get first-hand accounts from the affected actors, observation as well as survey. Quality data provides clear evidence of real project performance thus allowing the project team to make decisions grounded in reality and facts, instead of assumptions. The most applicable method of data collection is also largely determined by the nature of the project and other factors specific to the peculiarities of the project. How often the data would be collected must also be clearly defined for reporting and

decision-making purposes, including baselines and a means to compare progress and achievements against targets.

The NDDC staff cannot all be involved in data collection at the same time, and thus step 4 of the Blueprint therefore suggests a clear *identification of M&E roles and responsibilities*. The NDDC must assign some project officers to be responsible for collecting the data for each indicator, accurately and in a timely fashion. Data management roles should be decided with input from all team members so everyone is on the same page and know which indicators they are assigned.

Data on its own does not make sense, step 5 of the Blueprint therefore suggests that the *data collected be compiled and analysed* for internal review within the NDDC and external reporting to relevant stakeholders. The method of data analysis to be conducted and the data analysis tools to use should depend largely on the type of data collected (either quantitative or qualitative). Effective data analysis techniques enable project managers to use charts to break down complex project data, predict their behaviour and outcomes in real-time for better decisions in order to keep projects on schedule and within budget. NDDC must ensure that this is done objectively so that strategic decisions and commitments can be based on verifiable facts.

Knowing that the analyzed data are not just kept but given out as processed data (information), step 6 of this Blueprint is focused on *dissemination and reporting* of information. This describes how and to whom information should be disseminated. The NDDC must design a reliable and sustainable structure of passing M&E information to project officers and stakeholders about the success and progress of the project, also about how the

information can be used to help staff make modifications and course corrections in the project implementation process, as necessary, to achieve successful project implementation. Project information should be for internal dissemination among the senior management team, project team members, as well as wider dissemination among stakeholders and the project sponsor (Government), including the project beneficiaries. Information is power, and the more informed that the project stakeholders are, the better their input in the project decision making process. The NDDC must therefore keep all relevant stakeholders informed about the progress of the project. This will help everyone involved in the project to learn from the successes and failures as they come, and also help the NDDC to ensure full transparency and accountability on its part.

Improving the quality of lives of the people of Niger Delta region is a fundamental duty of Government. The empirical evidences in this paper have proved that effective projects Monitoring and Evaluation is a necessary tool for ensuring successful completion of projects that will have positive impact on the lives of the people. This paper is therefore confident that this practical and comprehensive step-by-step guide (ME-NDDC) will facilitate the NDDC in preventing project abandonment. It will also help the Commission in addressing the challenges of corruption, diversion and embezzlement of funds meant for project implementation, engagement of incompetent personnel in project execution and poor supervision.

5. Conclusion

To reiterate, this paper had two main objectives; first, to critically review extant, high-quality empirical articles on the efficacy of M&E in preventing project

abandonment. Second, to develop a practical and comprehensive M&E-Blueprint for the NDDC which could be used to ensure that all NDDC projects are successfully completed. The first objective was achieved by critically reviewing 135 empirical studies on M&E published by the most reputable academic publishers in the world. The review revealed that: a) M&E was successfully used in addressing the problem of project abandonment in 96% of the 135 empirical studies reviewed, and only in 4% of the studies that M&E did not lead to successful project completion; b) the indicators used by various studies to measure successful project implementation include project performance, effectiveness, prevalence rate, safety and lastly, timely completion of project; c) the various M&E strategies used in preventing project abandonment include stakeholders' participation, capacity building, ICT and Resource Based Monitoring and Evaluation; d) the reasons for M&E failure in the studies reviewed include weak M&E capacity, power struggle and poor M&E participation. Based on the evidences obtained from the critical review and the in-depth knowledge of the authors regarding the Nigerian experience, an M&E-blueprint was developed for the NDDC and the implementation process explained in six (6) interconnected steps. The authors propose that if the M&E-blueprint is wholeheartedly implemented, preventing project abandonment in NDDC will become a reality in the not-too-distant future.

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