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APPLICATIONS OF THE STRATEGIES OF YOUTH EMPOWERMENT SCHEMES IN ONDO STATE OF NIGERIA: HOW EFFECTIVE HAS IT BEEN?

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Abstract

Government introduced the youth empowerment schemes through which youths can acquire various entrepreneurial and vocational skills and thereafter engage in meaningful economic activities. However, since the introduction of the scheme, the problems facing the youths in Ondo State still persists. It is in view of this that the study investigated the strategies put in place to implement the youth empowerment schemes in Ondo State in order to determine their level of effectiveness in the course of implementing the scheme. Copies of questionnaire were administered to the beneficiaries and staffs of the youth empowerment schemes in Ondo State while members of staffs of the coordinating ministries and departments were further interviewed. Findings revealed that the ministries of youth and sports, adult, technical and vocational education, departments of youth development and that of vocational education, creation of vocational training centers and micro credit agencies, a defined method of selecting beneficiaries and supervision of the scheme were the strategies adopted to ensure a proper implementation of the scheme. Findings further revealed that the strategies were very effective at the early years of implementation but over the years, due to dwindling financial resources and support from stakeholders, the level of effectiveness of these strategies are no longer encouraging, hence, the scheme is said to be facing a lot of challenges in recent times.

Key Words: Youth, Youth Empowerment, Policy Implementation, Implementation, Strategies

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1. Introduction

Youth around the world represent a significant and dynamic force in society. It is also a general belief that governments, worldwide try to invest strategically in her youth so that they can successfully engage in the affairs of their communities. Additionally, youth development and empowerment are now essential, particularly in Africa's emerging nations where many young people find it difficult to make the transition from childhood to adulthood. According to Fatoki (2019), the Nigerian youths are even worse-off, the rate of youth unemployment keeps rising on a daily and these youths, through whatever means had to fend for themselves, thereby making them to get involved in social vices. As a result, the government in Ondo State of Nigeria had to implement various empowerment programmes in 2008 in order to educate, empower, and develop young people to get them involved in worthwhile endeavours.

According to Akinmulegun (2014), Adedokun, Fatoki and Fasasi (2017), it appears that the training, the investment of the governments as well as the socialization of youth in Nigeria and Ondo State in particular seem to be inadequate. These inadequacies are evident from the persistent increase in the rate of youth unemployment and underemployment, insufficient formal and informal education, domestic culture of indiscipline, the enthusiasm to become rich overnight and, consequently, these inadequacies have resulted in their continuous involvement in criminal activities like international fraudulent acts popularly called “yahoo- yahoo” among the youths, rape, prostitution, drug trafficking, examination malpractices and involvement in election malpractices, among others.

In recent times, the government had further introduced more youth empowerment programmes to further consolidate the previous efforts of government as regards youth empowerment. Such programmes include the Skill Acquisition Programme (SAP), youth involvement Agriculture, Entrepreneurship Development Scheme (EDS), Renewable and Sustainable Green Energy Programme, reinvigoration of the education system, establishment of small and medium scale industries, the revitalization of ailing industries for the youth to work and the establishment of micro credit agency to make loans available to young entrepreneurs and farmers, among others. However, since the establishment of these various youth empowerment programmes, Government and society expect, among other things, to see a sharp decline in the level of unemployment and youth involvement in social vices. However, recent events have shown that this is not the case, with social vices among young people in Nigeria, particularly Ondo State, on the rise. It is on this basis that the research work is predicated, to assess the application of the strategies of the youth empowerment schemes in Ondo State with a view to ascertaining how effective these strategies had been and also putting forward how best to strengthen, modify or adjust the strategies in order to make them achieve their stated policy goals.

2. Research Questions

- i. What are the strategies put in place to implement the youth empowerment schemes in Ondo State of Nigeria?
- ii. How effective are the strategies used in implementing the youth empowerment schemes in the State

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3. Literature Review

Empowering youth, according to Adedokun, Fatoki and Fasasi (2017) implies establishing and sustaining the conditions that allow young people to behave independently and under their own authority, as opposed to being directed by others. Reiss (1988) defined youth empowerment as giving young people the knowledge and skills required for them to get involved effectively and meaningfully in the activities of that affects them as well as involving them in decision-making processes on matters that impact them.

The Concept of Youth Empowerment and development has gained increasing attention over years in the Nigerian society. Scholars are also conducting studies on these youth programmes to determine the impact they have on youth as well as the challenges which the programme face during implementation. Fayemi (2012), affirms that the best policy to reducing youth poverty is the introduction of youth empowerment policies. He admits that there have been numerous issues with young people, particularly graduates who are still looking for white-collar or government jobs. He claimed that most of these problems are completely being solved in Ogun State because of the implementation of the entrepreneurship and vocational programmes of the State government. He also discovered that the two major challenges facing the programmes are the fact that the programmes are not evenly spread among the youth in the state and also, the youth empowerment programmes are politically oriented.

According to Fatoki (2019), when it comes to the roles and significance of empowering young, it's critical for parents and policymakers to recognise that children are the nation's future, thus the nation should pay close attention to their attitude and inventiveness. The government must foster an environment that will allow young people to accomplish their goals. Lack of oversight and a vision for national development is the cause of the suffering of Boko Haram insurgents, militancy, armed robberies, con games, and other social aberrations. The development of youth depends on making investments in knowledge and abilities.

Ma'aji and Hassan (2012) assert that the administrative procedures used in Nigeria's empowerment programmes are excellent and sufficient to fully achieve the program's goals. They require sufficient fiscal support from the government, as well as sufficient tools, machines, equipment, and supplies for the program's recipients. Additionally, they stated that there is no reciprocal interaction between any philanthropists, local or international institutions, and the youth empowerment programmes. If such a thing existed, it would have solved the logistics and material resource issues that the plan ran into. The majority of the beneficiaries are clustered in metropolitan regions, according to evidences from the study. However, this defeats the government's intention to make rural areas habitable in order to slow the rural-urban movement. it was also revealed that the provision of power in rural regions can stop this trend. They believe there are potential for the plan to be expanded and improved on. In order to ensure that the country's crippling graduate unemployment becomes a thing of the past, the government, the youth empowerment plan management, the beneficiaries, and even the general public, all have a part to play.

Ajibade and Adenike (2012), in trying to proffer solutions to the plight of youth in Nigeria, Observe that, aside from the fact that the Nigerian governments' considerable economic initiatives portend an anti-youth stance. They contend that sectionalism, corruption, bottlenecks, and other barriers put in place at either the micro or macro levels of implementation prevent this

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population from accessing facilities for empowerment. However, they recommended that impact evaluation strategies should support government initiatives to improve the suffering of youth. Youth programme development and implementation involving the broader public and civil society will inevitably lessen youth susceptibility to immoral behaviour. Additionally essential to addressing youth issues is national renewal.

4. Methodology

The youth beneficiaries, the instructors at the various training facilities, and the staff members in charge of coordination from the departments of youth development and vocational education made up the population under study through which the strategies applied to implement the youth empowerment schemes in ondo state were evaluated. Since the beginning of the programme, 5,566 young people have benefited from it, and there are 84 trainers working at the vocational training centres. 11 people work for the department of youth development, while 15 works for the department of vocational education.

Five hundred eighty-five (585) questionnaire were distributed: 27 copies went to the trainers at the skill acquisition centres, while 557 copies went to the program's beneficiaries in Ondo State. In order to evaluate how successful the implementation techniques had been since inception, the trainers and members of the coordinating departments were also chosen for in-depth interviews. This statistic reflects 50% of the whole employees in the two Departments. Relevant textbooks, periodicals, and online resources were consulted. Additionally, information was gathered from the Ministry of Adult Technical and Vocational Education and the Ministries of Youth Development and Sports. While secondary data were analysed using content analysis, primary data were analysed using a chart and straightforward percentages.

5. Data Analysis, Interpretation and Results

This section focuses on the analysis, presentation, and interpretation of the information gathered through the distribution of questionnaire to the programme participants and trainers in Ondo State. In order to gather data on the methods used to implement the Youth Empowerment Schemes in Ondo State, a total of 584 copies of the questionnaire were distributed. On the other hand, 497 copies of the questionnaire were recovered from the field, making up 85.1% of the total amount of questionnaire distributed. Hence, Four hundred and ninety-seven (497) people in total were surveyed for this study.

6. The Identification of the Strategies put in place to Implement the Youth Empowerment Schemes in Ondo State

This section provided answers to research question one by identifying the various strategies adopted to implement the youth empowerment schemes were identified. To do this, the study listed the strategies said to have been adopted to implement the schemes and asked the respondents to affirm if they were truly adopted. The strategies include vocational training centres, coordinating ministries to coordinate the affairs of the programme, supervising departments like the department of youth development to monitor the implementation of the various programmes, micro credit agencies to give loans to youth who have successfully learned a vocation and a well-designed selection process to ensure fair selection of youth into the programme. Also included are a design of how to adequately fund the programme, train the educators as well as motivating of all the staffs involved in the scheme.

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As shown in Figure 1, the total respondents ultimately acknowledged that coordinating ministries were in existence and they were able to establish and coordinate the activities of training centres in various local government areas of the State to train youth in different vocations. This implies that establishment of coordinating ministries are major strategies adopted for the implementation of youth empowerment schemes in Ondo state. Also, 489 (98.4%) of the respondents affirmed that supervising departments are one of the strategies adopted to implement the scheme. This was followed by a well-designed process of supplying all needed facilities for programme as 482 (97%) of the respondents admitted it as one of the strategies adopted in the under the youth empowerment scheme in Ondo state. Remarkably, coordinating ministries, supervising departments and well-designed process of providing facilities and infrastructures are the leading strategies affirmed to have been adopted in the course of implementing the youth empowerment scheme in Ondo State.

Furthermore, 443 (89.1%) of the respondents acknowledged the existence of micro credit agencies as an available agency created to empower the youth in Ondo State. It therefore indicates that micro credit agency was available for grandaunts of the programme to access soft loans on completion of the training. This was closely followed by well-designed means of funding the programme as 420, representing 84.5% of the respondents acceded to the fact that government designed a means through which the programme will be funded. While, 416 (83.7%) of the respondents recognized adequate training of the educators as an existing mechanism through which the government ensures that the beneficiaries are been trained by well qualified staffs. Inference could therefore be drawn that the existence of micro credit agency, well-designed means of funding and proper training of educators constituted the second class category of strategies adopted in the process of implementing the youth empowerment schemes in Ondo state.

As revealed in Figure 1, 336, representing 67.6% of the respondents admitted the existence of a merit based system of selection as one of the strategies adopted in implementing youth empowerment schemes. This shows that a merit based system of selection was rated above average. However, creation of vocational training centres is also one of the strategies adopted to implement the scheme. Although, this strategy was recognized by 234 (47%) of the respondents. In the same vein, 199 (40%) of the respondent admitted a properly designed method of motivating staffs as one of the strategies designed to implement the youth empowerment schemes of the State, and 194 (39%) of the respondents acknowledged proper channel of supervision as the least popular strategy adopted to implement the youth empowerment schemes in Ondo state. It could be deduced from the above that existence of vocational training center, a properly designed method of motivating staffs and proper channel of supervision are though adopted, but not prominent strategies in the state adopted in the course of implementing the skills acquisition programme. See Figure one below

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The Identification of the Strategies put in place to implement the Youth Empowerment Schemes in Ondo State

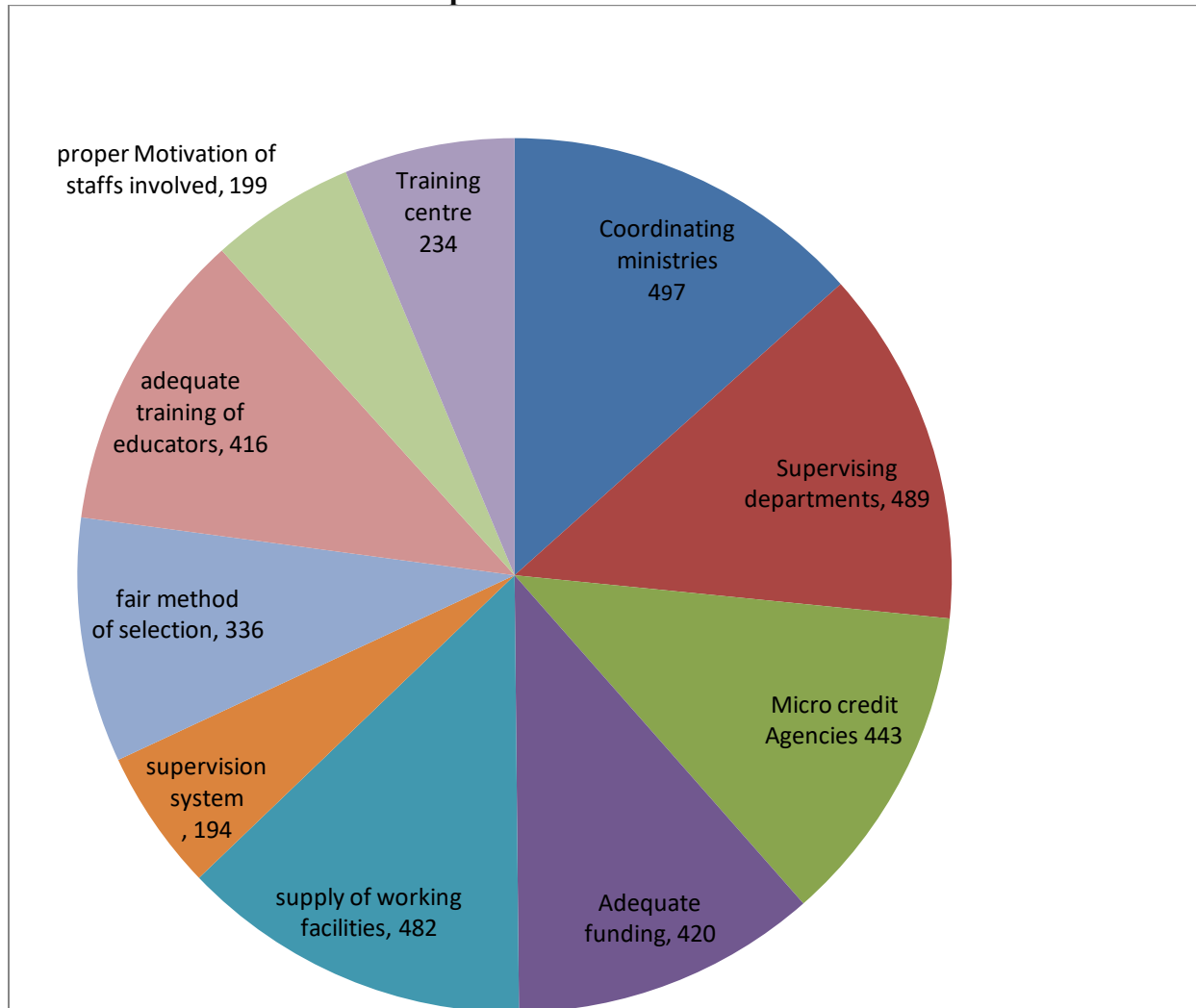


Figure 1:Source: Field Survery, 2021

7. Assessment of the Effectiveness of the Strategies put in place to Implement the Youth Empowerment Schemes

This section provides answers to research question two, it discusses the effectiveness of the various strategies introduced and used by the Ondo State government to implement the youth empowerment schemes in the State. It was believed that with the strategies in place, the programme will achieve its policy goals of empowering, developing and engaging youths in meaningful activities that can contribute to the development of the State. In order to determine the effectiveness of these strategies, the study rely solely on the data gathered during the interview sessions and the findings is provided below.

The Coordinating Ministries: There are two ministries, the Ministry of Adult, Technical and Vocational Education and the Ministry of Youth Development and Sports. The ministries are in

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charge of creating vocational training centres, employing trainers, selecting beneficiaries using a merit based system, distributing working tools to beneficiaries and also ensuring that the scheme achieve its policy goals and objectives. On the effectiveness of these ministries, findings revealed that at the inception of the programme, the ministries were fully equipped with the necessary facilities and tools to coordinate the implementation of the programme but as time goes on, the resources at the disposal of the ministries were no longer sufficient to ensure proper coordination across the eighteen local government areas of the State. By implication, one can conclude that the ministries were only effective in providing proper coordination and direction at the early years of implementing the programme and as a result of limited resources, the ministries could no longer function as expected.

The Supervising Departments: The departments- Department of Youth Development and the Department of Vocational Studies are saddled with the responsibilities of supervising the operations of the various empowerment programmes. The staffs of the departments are under the ministries and they are directly responsible for monitoring how the programme is performing. Findings revealed that the departments are understaffed and a lot of political factors undermined their operations in the course of selecting beneficiaries and employment of trainers. This has hindered the successful implementation of the scheme no doubt, but still it was revealed that they have been able to achieve considerable level of success over the years.

The vocational Training Centres: The Ondo State government, in order to implement and achieve the aims and objectives of the youth empowerment schemes, established vocational training centres, spread across the 18 local government areas of the State. This was to ensure that youths who are ready to acquire skills or vocations are provided the necessary platforms to do so free of charge. As regards the effectiveness of these centres, findings revealed that the State government have been trying to meet their needs, however, a lot are yet to be attended to in terms of machines, tools, buildings, and other facilities. This has limited the performances of the trainers and the beneficiaries.

Micro credit Agency: The State government also introduced micro credit agency to provide soft loans to people on the successful completion of the training programme as well as to provide loans to people who want to start up a business of their own. The Study revealed that the agency has been able to provide credit facilities to some youths to start a business of their own, however, not so many of them have been able to benefit from this as the agency has a limited capacity. There are many factors which undermined the performance of the agency like insufficient funds, inability of youth to repay loans as at when due and lack of collateral on the part of the youth to access huge amount of money from the agency limited the successful operation of the agency. In summary, many of the beneficiaries affirmed that the agency has not been effective in delivering services to the youths.

A Designed Platform for Selection of Beneficiaries: The government through the ministries also designed a platform to ensure a fair and merit based system of selecting beneficiaries into the programme. Findings revealed that the process has been compromised as the political actors do influence the selection process in order to favour members of their party, friends and relatives. Also, it was discovered that people who were been given the vocational tools they needed to start up business do not always engage in the business after all. Most of them sell off those tools in order to make money for other things and that is because they are not really

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interested in the business or vocation. Hence, the whole system has been compromised and youths only get to benefit from the system only if they have god fathers who are influential.

A Designed System of Supervision/Coordination/Monitoring: A system through which the programme will be monitored or coordinated was also designed. As revealed by the departments involved, the system only performed well at the initial stage of the programme, recently, findings revealed that the departments can no longer coordinate or monitor the scheme effectively through the eighteen local government areas of the State as a result of dwindling resources, notwithstanding, the ministries and departments are said to be working hard in order to ensure the schemes are implemented according to the policy document.

Adequate Funding: The government also designed a system of how it intends to disburse funds for the proper implementation of the programme. The study found out that the system is still very much in place but due to inadequate government revenue and a lot of projects and demands calling for government attention, the schemes have not been receiving sufficient funds from the government.

8. Conclusion

The implementation strategies of the youth empowerment schemes in Ondo State, based on the findings of this study was to a reasonable extent, effective in implementing the schemes at the inception of the programme, but in recent times, one could conclude that the level of effectiveness of these strategies are no longer encouraging as the schemes are already becoming unpopular among the youths and the generality of the people of Ondo State.

9. Recommendation

Based on the findings of this study, the following are recommended

- Government should ensure timely and adequate release of funds for the scheme in order to enable it achieve its goals and objectives. If funds are adequate, the coordinating ministries will be able to procure equipment needed for the scheme to thrive and also employ more staffs to ensure proper coordination
- The government should also ensure that only people who are interested in the scheme are selected, the selection should be merit based and government should also ensure that those who are benefiting from the free tools and facilities that government gives are using it for the intended purposes.
- The general public should also be sensitized on why they need to support the scheme in order to allow more youths who are interested to also benefit from it.

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AN EMPIRICAL ASSESSMENT OF THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE IN INSTITUTE OF ECUMENICAL EDUCATION ENUGU

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Abstract

The major priority of the organization has been to improve staff performance. It cannot be overstated how important it is to look at organizational culture and how it affects employee performance, with a focus on organizational engagement, consistency, and mission. The study's main goal was to evaluate the impact of organizational culture on employee performance at the Institute of Ecumenical Education (IECE) in Enugu. A structured questionnaire was used in the study's cross-sectional survey research approach to collect data. Frequency tables and graphs were used to depict the descriptive analysis, which was conducted using multiple regression analysis techniques for inferential statistics. The Statistical Package for Social Science (SPSS) version 22 was used for this purpose. The study included all academic personnel of the Institute of Ecumenical Education (IECE) in Enugu as the population, and the census sample method was utilized. Out of the 110 copies of the questionnaire issued, a valid sample size of 106 was used. The study's conclusions demonstrated how organizational cultures, such as involvement, consistency, and mission, can work together to affect worker performance positively. The study shows that the three independent variables used in the study have a positive correlation and a significant effect on employees' performance at a P-value less than 0.05. According to the study, the Institute of Ecumenical Education (IECE) in Enugu may benefit from utilizing organizational cultures like involvement, consistency, and mission as preventive measures for optimal employee performance. The study also made additional recommendations. In conclusion, the study suggests that improving organizational culture can enhance employee performance.

Keywords: *Consistency, Involvement, Mission, Employee Performance*

1.1 Introduction

Organizational culture no doubt affects both employee engagement and retention, therefore, organization's culture is crucial to its development. Quality culture awareness promotes organisational and personnel progress. An organization with a flexible culture will provide its staff with a setting where they may complete their tasks easily and independently without feeling

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stressed. There is no doubt that for organizational effectiveness to be realized, an organization must want employee commitment because it is very important, and this is realized when the organizational culture has been internalized.

When there is a proper understanding of organizational culture by the employees there is every tendency that employees' performance will be improved. This was supported in a study conducted by Mohammed and Mohsin (2020), where it was revealed that the effectiveness of the organizational culture is an antidote to achieving employees' performance. Also, organizational culture influences managerial performance and knowledge management in various organizations (Rashid & Bin, 2020). Individual contributions at all levels of the organization contribute to the success and outcomes of the organization. The performance of the organization will improve if each individual performs to the required standards. Because of this, job performance is seen as a crucial factor that influences organizational success and outcomes, serving as the foundation of every organization. According to Salehipour and Ahmad (2018), the correlation between organizational culture and worker performance is considerable and cannot be discounted. Understanding the organizational culture has the power to boost workers' productivity. That is to say, culture has a substantial effect on both a person's personality and level of devotion.

The expectations and levels of contentment among employees are changing swiftly along with the world. The output of the workforce reflects the level of objective attainment among organization personnel. The degree to which an employee exhibits the capacity to precisely define solutions to issue areas can be seen in their performance. Improving employees' performance is very key especially, in an educational institution like the Institute of Ecumenical Education Enugu (IECE). So, emphasis on organizational culture and employees' performance cannot be over-emphasized. In Thinkers Corner, Enugu State, Nigeria, the Catholic Church operates the private Institute of Ecumenical Education (IECE). One of the 36 states in the nation, the institution with the same name as its capital is situated in the southeast of Nigeria.

Rev. Fr. Prof. Stan Chinedu Anih established the Institute of Ecumenical Education (IECE) in June 1980 at the time, Rev. Dr. M.U. Eneja served as the Enugu Diocese's Bishop. The priority of the management of the Institute of Ecumenical Education, Thinkers Corner Enugu is to make the institution the best college of education in the country. (<https://www.ieceenugu.edu.ng/history-of-iece/>). However, it has been observed that the Institution is backsliding in employee performance. This does not augur well with an institution aiming at becoming the best college of education in Nigeria. More so, many empirical studies on organizational culture and employee performance have been conducted in both Nigeria and abroad. Yet, the available literature indicated that little or no research has been carried out on educational institutions to investigate the relationship between organisational cultures and employee performance in Nigeria.

Agu (2020) opined that the problems facing higher institutions in Nigeria are how to adopt a successful diverse culture and their influence on employee job performance. Therefore, there is a low level of empirical investigation in that regard. On that note, more research is needed to establish a relationship between organizational cultures such as organizational consistency, organizational involvement, organizational mission, and employees' performance at the Institute of Ecumenical Education in Enugu. Realizing that the key to good employee performance is a strong organizational culture and realizing that different organizational cultures can produce

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different results also stimulated the need to carry out this research on “the effect of organizational culture on employee performance”, with a particular interest in Institute of Ecumenical Education in Enugu. The study will be guided by the following research objectives:

1.2 Objectives of the study

The overall goal is to determine the impact of organisational culture on academic staff performance at the Institute of Ecumenical Education Enugu. The specific goals are;

- I. To ascertain the effect of organizational involvement of staff on employees’ performance of Institute of Ecumenical Education in Enugu.
- II. To ascertain the extent organizational consistency has influenced employees’ performance of Institute of Ecumenical Education in Enugu.
- III. To establish the extent organizational mission has influenced employees’ performance of Institute of Ecumenical Education in Enugu.

1.3 Research Hypotheses

HO₁ Organizational involvement has no significant effect on employees’ performance in Institute of Ecumenical Education in Enugu

HO₂ Organizational consistency does not have significant effect on employees’ performance in Institute of Ecumenical Education in Enugu

HO₃ Organizational mission does not have significant effect on employees’ performance in Institute of Ecumenical Education in Enugu.

2.1 Conceptual Explications

Employee Job Performance and Involvement Culture:

Employee engagement is defined in this context as regular participation in goal-setting, planning, and performance monitoring. It also involves suggesting enhancements (Macleod & Brady, 2008). A performance culture is built on the common goal of exceeding expectations and achieving outstanding results. However, it all starts with people. Organisations with high-performing cultures regard their staff as their most significant asset, according to Achua and Lussier (2013). To enforce high performance standards, they use a variety of rewards and penalties, assign responsibility, include employees in decision-making, and recognise individual and team accomplishments (Achua & Lussier, 2013).

Organizations that sustain an involvement culture place a strong emphasis on member input and participation, according to Zhang, Li, and Pan (2010). As a result, these groups foster a greater sense of togetherness among their members, which makes it easier for them to come to an understanding on current issues. Work performance can be improved by including employees in corporate decisions (Manyonyi, 2012). Some choices must be taken in private due to their nature, but others should involve company employees.

Manyonyi (2012) suggests talking to those affected to get their perspectives and offer fresh ideas. Employees at companies with a culture of employee involvement perform effectively because they own the choice and take responsibility for failure.

Organizational Consistency and Employee Job Performance

According to Kotter and Heskett (2012), managers who plan the majority of the work should assign employees to activities that match their areas of expertise, interests, and potential for further learning and growth. In terms of values and purpose, consistency may be regarded from both the

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organization's and the employee's perspectives. If the two values are consistent, there is a match. According to Khan (2015), how a person is fit for a specific organisation is determined by how closely the organization's ideals and the person working there align. Khan recommends that it will be crucial for individual values to align with organizational culture since an environment characterized by a sense of shared purpose leads to behaviors that support the achievement of an organization's overall objective. Globally speaking, the market is getting more competitive, and the globe is changing. Employees in cultures that are weak and inconsistent will find such actions unpleasant, if even frightful. Nonetheless, a robust, distinct culture will provide a set reference point.

Employees can discover what is most valued in a company by witnessing which attitudes and actions leaders pay attention to, as well as whether or not the leaders' own behaviour is aligned with corporate values. Similarly, because they are the leaders and speak for the entire group, they must ensure that they communicate clear expectations to every employee of the organisation. Managers who regularly communicate to employees the importance of their jobs to the organisation should act in a way that supports these expectations. Globally speaking, the market is getting more competitive, and the globe is changing. Employees in cultures that are weak and inconsistent will find such actions unpleasant, if even frightful.

Organizational Mission and Employee Job Performance:

A distinctive corporate culture, according to Achua and Lussier (2013), gives value to the organisation and is difficult to reproduce or counterfeit. This supports and maintains a company's competitive advantage. The organisation needs to have a strong mission statement and set of values that people will take seriously for this to happen, as well as a set of guiding principles for daily behaviour that are reinforced in a variety of symbolic and practical ways. Companies that appreciate innovation support high employee work performance because it fosters employee competition.

This will encourage every other worker in that company to give their all in an effort to stand out and win awards and recognition (Jiddah, 2016). The purpose of an organization is expressed in its mission (Sorensen, 2002). It is also known as a declaration of business philosophy and principles, a purpose, or a credo (Forest and David 2003).

2.3 Theoretical Framework

Theory of Consistency

According to the consistency theory (Saffold, 1988, as quoted in Jiddah et al., 2016), successful organisations have robust cultures that have high levels of consistency, coordination, and integration. Even when adherents and leaders hold opposing viewpoints, they are capable of reaching an understanding (Blois, Cook, and HunSaker, 2007). A unified viewpoint and strong compliance create stability and internal cohesion.

Theory of Involvement

According to Baker (2004), this theory is based on the premise that participation and involvement would result in an increased sense of ownership and responsibility, which will, in turn, lead to improvements in organisational performance and loyalty. According to Beker (2004), efficient businesses provide individuals with autonomy, encourage the formation of teams inside the organisation, and nurture human potential at all levels. The executives, managers, and workers all

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believe they have a stake in the organisation, which drives them to dedicate themselves to their work. People at every level of the organisation believe that they have some say in the decisions that affect their employment and that the job they do directly contributes to the goals that the organisation has set.

Mission Theory

Members of an organisation can come together and be inspired to work towards a common goal by having a common sense of purpose, direction, and strategy (Baker, 2004). According to Jiddah et al. (2016), the traits of successful organisations include a clear sense of direction and purpose that articulates the organization's long-term aims and strategic objectives. When the fundamental mission of an organisation shifts, other aspects of its culture also shift (Ahmad, 2012). These theories emphasise not only numerous cultural characteristics, but also a number of cultural roles. The consistency and mission theories prefer stability whereas the engagement and adaptability theories encourage change and flexibility. While purpose theory and adaptation theory regard culture as addressing the organization's external environment, consistency theory and participation theory see culture as focusing on internal organisational processes (Baker, 2004).

3.1 Methodology

Cross sectional research design, was adopted using a quantitative research method which implies one time gathering of information from study participants. This was accomplished by collecting data using a standardized questionnaire. 110 academic staff members from the Institute of Ecumenical Education in Enugu make up the study's population. The population cut across staff from school of Arts and Social Sciences, School of Education, School of Languages, and School of Sciences. The study used census method in selecting the population since the population is not large thus, using the entire population. SPSS 22, a statistical analysis package, was used to analyze the study's data. The study presented the result in frequency, percentage, and in multiple regression format.

Table3.1. Reliability of the Study

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Involvement	13.0458	1.939	.705	.920
Consistency	12.8854	2.250	.806	.875
Mission	12.9250	2.140	.788	.877
Employee performance	12.9434	2.010	.896	.838

Source: SPSS Output, 2023

Table 3.1 shows the reliability test results for the instrument that was used for the study. All the reliabilities tests results of Cronbach's Alpha coefficient for all constructs were above 0.70, therefore, meeting the acceptance standard for research (Skaran and Bougie, 2010).

4.0 Data Presentation and Analysis

Table 4.1 The rate of return of questionnaires by respondents

S/N	Study Area	Total Number of Questionnaires Administered	Total Number of Questionnaires Returned & Valid	Percentage of Questionnaire Returned & Used
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1	Academic Staff of IECE	110	106	96.6%
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Source: Researcher's survey, 2023

Table 4.2 Gender of respondents

Gender	Frequency	Percentage
Male	84	79
Female	22	21
Total	106	100

Source: Researcher's survey, 2023

Table 4.3 Age distribution of respondents

Age bracket	Frequency	Percentage
25-35	36	34
36-above	70	66
Total	106	100

Source: Researcher's survey, 2023

Table 4.4 Level of education

Highest qualification	Frequency	Percentage
B.Sc./B.Ed.	14	13
M.Sc./M.Ed.	26	25
Ph.D./Prof	66	62
Total	106	100

Source: Researcher's survey, 2023

As indicated in table 4.1, out of the 110 questionnaires administered to the academic staff of IECE, 106 were duly filled and returned, representing a 96.6% return rate. The percentage of the questionnaire used in the study is reasonable and valid, which enables the researcher to commence with the analysis. The study of the respondents' gender is presented in Table 4.2. It shows that 84 respondents representing 79% are males while 22 respondents representing 21% are females. This suggests that men make up the majority of the respondents, which is another sign that more men are hired for positions in the IECE.

The examination of the respondents' age distribution is presented in Table 4.3. It reveals that 36 respondents representing 34% fall within the age bracket of 25 to 35, while 70 respondents representing 66% fall within the age bracket of 36 and above. Table 4.4 shows the qualification of respondents. 14 respondents representing 13% have B.Sc./B.Ed qualification, 26 respondents representing 25% have the qualification M.Sc./M.Ed while 66 respondents representing 62% have gone beyond M.Sc. /M.Ed. to Ph.D./Prof level. This reveals that the vast majority of responses have acquired Ph.D. qualifications.

Normality Test

Among the statistical tests necessary to be conducted before regression analysis can be conducted is to make sure that the residual of the data is normally distributed. The results of the normality test showed that the data are normally distributed. Evidence is shown using mathematical approach and graphical approach below.

Table 4.5. Tests of Normality

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	Kolmogorov-Smirnov(a)			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Standardized Residual	.064	106	.200(*)	.993	106	.864

* This is a lower bound of the true significance.

a Lilliefors Significance Correction

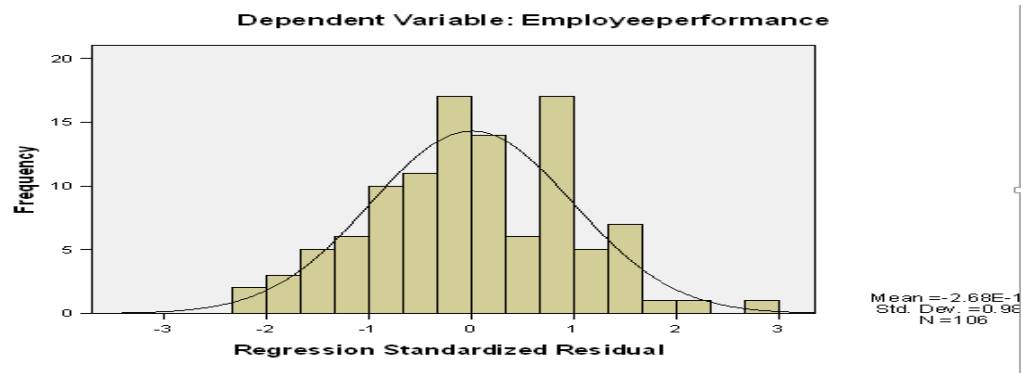


Figure 1. Normality test

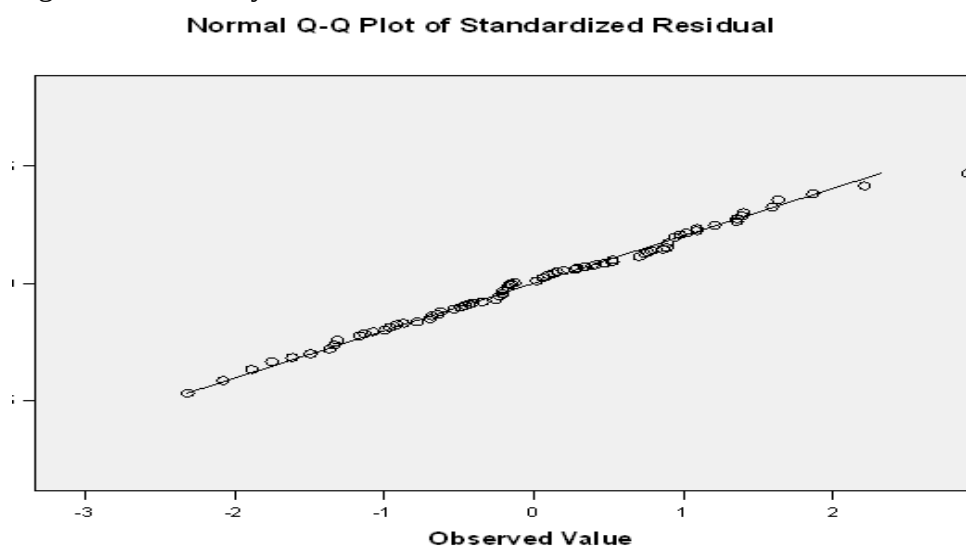


Figure 2. Test of Normality.

Table 4.5 indicates that our data is normally distributed with Kolmogorov-Smirnova insignificant value at 0.200 which is above the 0.05 benchmark and Shapiro-Wilk insignificant value of 0.864, also more than 0.05. This implies that we have no issue with the Normality of the data as well as the linearity of the population in the study. Figures 1 and 2 also indicate that the distribution is normally distributed since the observations are scattered within the line of the distribution and not far from the distribution line while 1 shows a good bell shape of normality.

Multiple Regression Analysis and Test of Hypotheses

The following model is used to evaluate the impact of organisational culture on academic staff members' performance at the Institute of Ecumenical Education Enugu, where X1, X2, and X3 are

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the three predictor variables. $Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$. Where: a is a constant (the location where the line crosses the Y axis)

β_1 = slope (regression coefficient) for variable X_1

β_2 = slope for variable X_2

β_3 = slope for variable X_3

e = error (or residual) value. Where Y is the academic staff performance, a is the regression constant, β_1 to β_3 are regression coefficient, X_1 is the involvement culture, X_2 is the consistency culture, and X_3 is the Mission culture e is the error term.

Table 4.6. Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.912(a)	.831	.826	.21558	1.918

a Predictors: (Constant), Mission, Involvement, Consistency

b Dependent Variable: Employee performance

The coefficient of correlation R value in Table 4.6 is 0.912, indicating a very strong positive connection. The table also demonstrates that the model is well-fitting, with a R square value of 0.83 (83%). This means that the three independent variables can explain 83% of the variation in employee performance, with the remaining 17% explained by variables not addressed in the study. The adjusted R -square accounts for model complexity to provide a more accurate assessment of model performance. The finding is corroborated by the modified R^2 value of 0.826, which indicates that if the complete population was used, the result would deviate by 0.5% (83.1-82.6). Furthermore, Durbin-Watson statistics of 1.918 (near to 2) imply the lack of an autocorrelation problem in regression analysis residuals. A value of 2.0 in the DW statistic, which ranges from 0 to 4, indicates that there is no autocorrelation. Values below 2.0 suggest positive autocorrelation, whereas those above 2.0 suggest negative autocorrelation.

Table 4.7. ANOVA (b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.380	3	7.793	167.689	.000(a)
	Residual	4.741	102	.046		
	Total	28.121	105			

a Predictors: (Constant), Mission, Involvement, Consistency

b Dependent Variable: Employee performance

Table 4.7 shows F statistics value of 167.689 and a significant value at 0.000 meaning that our three independent variables can jointly influence the dependent variable in the population.

Table 4.8. Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.036	.205		-.178	.859		
	Involvement	.207	.045	.254	4.585	.000	.539	1.854
	Consistency	.255	.073	.230	3.488	.001	.381	2.626
	Mission	.546	.061	.543	8.970	.000	.451	2.216

a Dependent Variable: Employee performance

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Table 4.8 shows the coefficient results of the three hypotheses of the study. The first hypothesis stated that “Organizational involvement has no significant effect on employees’ performance in Institute of Ecumenical Education in Enugu”. Since the P-value is 0.000 less than 0.05 of confidence level with a positive correlation value of 0.207 (20%), the results demonstrate that we have ample evidence to reject the null hypothesis and accept the alternate hypothesis, which states that organizational involvement has a significant effect on employees' performance in the Institute of Ecumenical Education in Enugu. The second hypothesis stated that “Organizational consistency does not have a significant effect on employees’ performance in the Institute of Ecumenical Education in Enugu”. The same table indicated a P-value of 0.001 which is less than 0.05 confidence level with a positive value of 0.255 (25%). This suggests that we have sufficient evidence to disprove both the null hypothesis and the alternative claim, according to which organizational consistency significantly affects employee performance at the Institute of Ecumenical Education in Enugu, as well as sufficient evidence to support both claims. The same result was observed in the third hypothesis which says that “Organizational mission does not have a significant effect on employees’ performance in Institute of Ecumenical Education in Enugu”. From table 4.8, we have evidence to reject the null hypothesis at 0.000 and at 0.05 confidence level with a positive correlation value of 0.546. In a nutshell, our three hypotheses are positively correlated and significant. As a result, participation, consistency, and mission all have an impact on employee performance in the studied area. The variance inflation factor (VIF), which gauges how closely predictors in a model are correlated with one another, is also included in the table. Collinearity and multicollinearity are also detected using it. However, $VIF > 5$ or 10 indicates that there is a high degree of multicollinearity between this independent variable and the others. $VIF = 1$ indicates that there is no link between the independent variable and the other variables (www.analyticsvidhya.com). Therefore, our table shows that we do not have multicollinearity issue.

Discussion

From the analysis so far, we can infer that we have the majority of the respondents are males than women. This can be shown in table 4.2. We also observed that age group of 36 and above have the highest respondent rate in the study, and this can be seen in table 4.3. Table 4.4 shows that out of the 106 respondents in the study, 66 respondents have acquired the level of Ph.D. and Professor. This implies that we have the majority of the respondents from that category. The study carried out a descriptive analysis on the data obtained through a structured questionnaire see appendix I for details. The inferential statistics were also tested. The first hypothesis which says that organizational involvement has no significant effect on employees’ performance in the Institute of Ecumenical Education in Enugu was rejected while the alternate was accepted.

Eyibio (2022) found that employee involvement in decision-making and consistency have a positive and substantial influence on employee performance of 0.0407 and 0.0002, respectively. This suggests that organisational culture would boost employee performance. Emeka and Philemon (2012) further demonstrated that organisational culture decreases ambiguity in the organisation for optimal performance. According to the findings of this study, organisational culture fosters consistency in employee attitudes towards performance.

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The third hypothesis was rejected, indicating a significant positive link between organisational mission and employee performance. This suggests that the more the organization's mission is communicated to its personnel, the better they will perform. This was discovered with a positive correlation of 0.546 and a significant value of 0.000. Employee performance will be directly and jointly influenced by a percentage increase in organisational cultures such as participation, consistency, and mission. According to Ojo (2016), who backed up the findings, if employees buy into the organization's cultural norms, they would commit to and actively work toward achieving organizational goals, improving organizational performance.

Organisational culture serves as a cognitive map, providing a method, norms, and values for members to follow and internalise (Chandra et al, 2019). In a nutshell, the Institute of Ecumenical Education in Enugu validated and demonstrated workable Denison's model, which was created from Schein's (1985) approach to organisational culture.

Conclusion and Recommendations

The study assesses the effect of organizational culture on employees' performance in the Institute of Ecumenical Education Enugu with the major aim of finding out the extent of the relationship that exists between organizational involvement, consistency, mission, and employees' performance. The result shows a positive significant relationship between the independent and dependent variables. What we can deduce from the data is that organizational culture stands as an antidote for improving employee performance and when employee performance is improved, organizational productivity will improve invariably. The above empirical findings strongly correlate with the theory adopted in this study. This implies that a percentage increase in these three independent variables will lead to an equal increase in the dependent variable. Based on the findings and conclusion of the study, the following recommendations are put forward for consideration.

1. Since the first null hypothesis was rejected and the alternate was accepted, we, therefore, recommend that the Institute of Ecumenical Education (IECE) should treat organizational involvement with utmost priority towards enhancing employees' performance.
2. The same observation was seen in the second research question, we, therefore, suggest that effort should be made to strengthen and maintain organizational consistency for continual employee performance in IECE.
3. The researcher recommends here that no organization can perform to the optimum when the organizational mission and visions are poorly communicated to the members. Therefore, there is a need to effectively abreast the employees of any organization whether public or private with the knowledge of the organizational mission. This will help the members to key into the goal of establishing the organization.

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APPENDIX I

Descriptive Statistics for; First research question

	N	Mean	Std. Deviation
The organisation provides for actual decision-making participation.	106	3.96	.995
The management meets with lecturers to discuss challenges and action plans.	106	4.26	.808
My organisation invests continuously in the development of its employees' skills in order to remain competitive and satisfy ongoing business requirements.	106	4.28	.753
The organisation gives academic personnel the authority to make certain decisions that influence their work.	106	4.18	1.040
My organisation invests continuously in the development of its employees' skills in order to remain competitive and satisfy ongoing business requirements.	106	4.42	.838
Valid N (listwise)	106		

Descriptive Statistics for Second research question

	N	Mean	Std. Deviation
My organisation and I share a set of characteristics that give us a sense of identity.	106	4.34	.646
As an employee, I am always offered work that match my skills, interests, and possibilities.	106	4.36	.733
Orders are always given according to the principles of the organization.	106	4.34	.767
My values and behaviours are consistent with the values and behaviours of my organisation.	106	4.48	.636
My organization maintains an effective communication channel	106	4.39	.738
Valid N (listwise)	106		

Descriptive Statistics for Third Research question

	N	Mean	Std. Deviation
I share a set of characteristics that give my organisation a sense of identity.	106	4.34	.646

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As an employee, I am always assigned tasks that align with my skills, passions, and opportunities..	106	4.36	.733
Orders are always given according to the principles of the organization.	106	4.34	.767
My values and behaviors are in line with those of my organization.	106	4.48	.636
My organization maintains an effective communication channel	106	4.39	.738
Valid N (listwise)	106		

Descriptive Statistics for the dependent Variable

	N	Mean	Std. Deviation
The academic activities are adequately carried out without complications	106	4.27	.711
More students have been attracted into the school due to the institution's records.	106	4.49	.621
Activities and tasks assigned are executed effectively and on time.	106	4.29	.703
The staff has incorporated new technologies for the efficient performance of duties.	106	4.24	.626
Valid N (listwise)	106		

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Small and Medium Scale Businesses Performance in the New Normal (Post-COVID): Evidence from Oyo State

By

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Abstract

The study examines the effect of the post-COVID-19 environment on the performance of small and medium-scale businesses in Oyo State. The study considered both financial and non-financial performance while a survey research design was adopted for the study. Primary data was gathered through a questionnaire administered online to owners of small and medium-scale businesses in Oyo State, Nigeria. Data was analyzed using descriptive statistics, ANOVA, and Multivariate Analysis of Variance and Covariance (MANOVA) to test formulated hypotheses. The finding of the study is that there is a positive and significant effect of the improved post COVID-19 environment by government and all stakeholders which lead to improved financial and non-financial performance of sampled small and medium-scale businesses. The study concludes that the post-COVID-19 environment has a positive and significant effect on the financial and non-financial performances of small and medium-scale businesses in Oyo State. It recommends that the government should continue to provide all the necessary governance and public administrative precautions that will mitigate pandemics in the environment in order to improve the productivity and increase the revenue of small and medium-scale businesses, which will eventually boost economic growth and development.

Keywords: Business, Performance, Enterprises, Small and Medium-Scale, Post-COVID

1. Introduction

A turbulent market for prospective investors and shareholders has also been produced by a rapid decline in the value of the stock market and growing uncertainty surrounding businesses' future earnings prospects. During market downturns, investors become more risk-averse and depend more on fundamental information because they perceive other information to be speculative and noisy given the increased risk and uncertainty in the market. As a result, during



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the COVID-19 pandemic period, investors and the capital markets place a greater emphasis on the accuracy of accounting information and accompanying disclosures in the financial statements.

COVID-19 began in Wuhan City, Hubei Province, China, in December 2019. (Hu & Zhang, 2021). On February 27, 2020, the virus first case in Nigeria was detected. Early pandemic casualties were reported in Lagos, Ogun, and the FCT. The federal authorities implemented many steps, including a total lockdown of the country, to stop the virus's spread. Due to its limits on mobility, prohibition on public markets, transportation constraints, and most importantly social segregation rule, this legislation proved a significant hindrance to company operations. Up until 2021, when some of the laws and regulations aimed at minimizing the pandemic's influence on SMEs' operations are abolished, the pandemic continues to spread uncontrollably and severely harm all economies, especially the operations of Small and Medium Scale Businesses (SMBs) (Baker *et al.*, 2020).

Many scholars in the developed economy have conducted studies on how the COVID-19 pandemic epidemic has affected SME performance (Narayan & Phan, 2020; Baker *et al.*, 2020; Just & Echaust, 2020; Rizwan *et al.*, 2020; Narayan *et al.*, 2020; Shen *et al.*, 2020; Khatib & Nour, 2021). Similar to this, other research have been conducted to determine how the COVID-19 Pandemic has affected the performance of SMEs in developing nations like Nigeria (Aifuwa *et al.*, 2020; Oyewale *et al.*, 2020; Aderemi *et al.*, 2021; Amnin *et al.*, 2021; Akingbade, 2021; Bularafa & Adamu, 2021; Enesi & Ibrahim, 2021). None of these studies examined how well SMBs performed in the post-COVID-19 climate, notably in Oyo State.

Against this backdrop, it is worthwhile to examine the small and medium-scale businesses' performance in terms of financial and non-financial performance in the post COVID-19 environment in Oyo State. Most of the previous studies were carried out before and during the COVID-19 pandemic. Apart from the above introduction, the other parts of the study are split into four parts. Section two focuses on the literature review; the third section discusses the methodology employed; the fourth section presents the results; and the fifth section is about the conclusion of the study.

2. Literature Review

2.1 Theoretical Review

Game theory serves as the study's theoretical foundation. Games theory employs a collection of rules and guidelines on how stakeholders react to situations and information while relating to or engaging with one another, according to theories Von Neumann and Morgenstern (2007). Game theory holds that choices are always motivated by self-interest. Bo (2005) asserted that continued ties among stakeholders will lead to collaboration even though he acknowledged that selfish behaviors will eventually result in retaliation. Distribution networks, manufacturing output, and optimal pricing have all been evaluated using games theory (Zhu & Weyant, 2003; Gao *et al.* 2013 and Xia *et al.* (2013). Due to the large cost of defecting, it is assumed by game theory that businesses that compete are more likely to cooperate during a pandemic (Craighead *et al.*, 2020; Enesi & Ibrahim, 2021).

2.2 Post COVID 19 Environment and SMBs Performance

One of the challenges of the twenty-first century is the COVID-19 pandemic. Due to the uncertainties brought on by the coronavirus and governmental actions, the impact on the environment, business, and economy is extraordinary even at this early stage. Aderemi *et al.* (2021) studied the relationship between globalization and the COVID-19 pandemic vis-à-vis Africa and China and noted that COVID-19 expanded to Africa as a byproduct of globalization.



Citation:



According to a survey done by Abayomi et al. in 2021, many small and medium-sized companies in the country's 36 states were losing money and were being negatively impacted by the epidemic, especially in the areas of sales, cash flow, and income. Executives must reorganize their capital, policies, and organizational structure in the case of both long-term and short-term emergencies as a result of the COVID-19 pandemic's increase in external risk (Foss, 2020; Shen et al., 2020).

In the corporate world, financial performance is an important index in determining the health of an organization. SBEs performance can be measured through financial and non-financial performance. The pandemic disrupted all aspects of firm operations, forcing SMEs to change the way they operated prior to the pandemic (Khatib et al., 2020). The impact of the coronavirus pandemic has been documented in management, finance, firm performance and economic related fields (Sharma *et al.*, 2020; Mirza *et al.*, 2020; Qin *et al.*, 2020; Shen *et al.*, 2020; Aifuwa *et al.*, 2021; Udofua *et al.*, 2021). However, small and medium-scale businesses' performance in terms of financial and non-financial in the post-COVID-19 environment has received limited attention, particularly in Nigeria.

2.3 Empirical Review

Numerous researches on the COVID-19 pandemic and business performance have been done in both industrialized and developing nations. The impact of the COVID-19 pandemic on big businesses was evaluated by Udofia et al. (2021) in terms of supply interruption, productivity, client satisfaction, and firm performance. The study found that supply interruptions were brought on by the epidemic. Additionally, DelRio et al. (2020) used differential analysis to evaluate how the COVID-19 pandemic affected the values of the financial markets in China, Europe, and the USA. The COVID-19 pandemic, according to the authors, had various effects on the stock markets in the regions under investigation. A similar negative significant association was found in Shen et al (2020) is first research of the effect of COVID-19 on company performance in China. In 2020, Mert and Omer looked into how COVID-19 affected developing stock markets. According to the study, COVID-19 has a detrimental effect on developing stock markets. Furthermore, Nuhu (2020) looked at how COVID-19 affected the financial sector. The research found a substantial and positive correlation between all financial markets and the verified COVID-19 cases.

Amnim et al. (2021) investigated how the COVID-19 epidemic affected Nigerian business profitability and liquidity. The study's conclusions demonstrate how the COVID-19 epidemic adversely impacted the enterprises' liquidity and profitability in Nigeria. The impact of the coronavirus pandemic on small and medium-sized companies in Yobe State, Nigeria, was studied by Bularafa and Adamu in 2021. The findings showed that market closure, restricted movement, and lockdown all significantly improved the performance of SMEs. The impact of the COVID-19 epidemic on the operation of SME firms in Abuja was investigated by Enesi and Ibrahim in 2021. The analysis' conclusions showed that the COVID-19 pandemic's consequences included a lack of government sponsorship and earnestness to lessen the pandemic's prevalence. Similar to this, Hope et al. (2020) investigated the connection between Nigerian corporate performance and the coronavirus pandemic epidemic. According to the report, the COVID-19 epidemic negatively affects Nigerian business performance. In Nigeria, early COVID-19 transmission was explored by Adegboye et al. (2020), who found that the number of cases was fewer than anticipated.

Adenomon and Maijamaa (2020) also looked at COVID-19's effects on the Nigerian Stock Exchange. The findings showed that throughout the COVID-19 era in Nigeria, stock returns



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decreased and were very volatile. In Abeokuta, Ogun State, Nigeria, Abideen (2020) did research on the coronavirus (COVID-19) and the survival of small and medium-sized businesses. The study's findings showed that the performance of the SME is significantly negatively correlated with the COVID-19 sub-variables of lockdown, movement limitation, and foreign travel restrictions. Additionally, research among private enterprises in Lagos state, Nigeria, was conducted by Aifuwa et al. (2020). According to the report, the COVID-19 Pandemic negatively affects business performance. The inadequacies found in the review of earlier material include those in scope, methodology, and conceptualization. The range of research that was examined was restricted to 2021 and did not include 2022. The performance of enterprises in Oyo State in terms of financial and non-financial metrics has not been studied previously. This study is distinctive because it used ANOVA and MANOVA to analyze the financial and non-financial performance of small and medium-sized firms in the post-COVID-19 environment in Oyo State. Based on the aforementioned, the following research hypotheses were developed for the study:

Ho₁: The post-COVID-19 environment has no significant effect on the non-financial performance of small and medium-scale enterprises in Oyo State.

Ho₂: The post-COVID-19 environment has no significant effect on the financial performance of small and medium-scale enterprises in Oyo State.

3. Methodology

Research Design and Data Analysis

In order to gather data from respondents on the impact of the post-COVID-19 environment on the financial and non-financial performance of small and medium-sized firms in Oyo State, a cross-sectional survey research approach was chosen. According to SMEDAN data from 2021, there are 6131 small and medium-sized company owners in Oyo State overall. The 375 respondents utilized in this study were determined using the Taro Yamani (1967) formula. A Google form was used to create the questionnaire, and 375 small- and medium-sized business owners who were selected for the study were sent the link. To evaluate the proposed hypotheses, the obtained data was examined using descriptive statistics, ANOVA, and MANOVA. In MANOVA, the ratio of variance among groups to variance within groups is determined on a collection of variables rather than a single variable as in bivariate analysis of variance.

3.2 Model Specification

The model for this study was adapted from the work of Aifuwa *et al.* (2021). The study considered financial and non-financial performance.

For financial performance;

$$FPerf = \beta_0 + \beta_1 PCOVID-19_i + \epsilon_i \dots \dots \dots (1)$$

For Non-financial performance;

$$NFPerf = \beta_0 + \beta_1 PCOVID-19_i + \epsilon_i \dots \dots \dots (2)$$

FPerf = Financial Performance and NFPerf = Non-financial Performance.

β_0 = Constant; PCOVID-19 = Post Coronavirus Pandemic; β_1 = Coefficient of explanatory variable; ϵ = Standard error; i = Cross sectional (firms); A priori expectations $\beta_1, < 0$



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4. Results and Discussion

Table 1. Distribution of Responses on Small and Medium Scale Businesses Financial Performance in Post-COVID Environment in Oyo State

S/N	Question	SA	A	N	D	SD	Total
1	There is a reduction in operating costs after the COVID-19 Pandemic.	(281) 75%	(30) 8%	(15) 4%	(23) 6%	(26) 7%	(428) 100%
2	The performance of finished goods to specification is very high after COVID 19.	(52) 14%	(263) 70%	(26) 7%	(23) 6%	(11) 3%	(428) 100%
3	There is an improvement in turnover.	(225) 60%	(116) 31%	(0) 0%	(11) 3%	(23) 6%	(428) 100%
4	There is a significant increase in employee morale.	(30) 8%	(19) 5%	(38) 10%	(232) 62%	(56) 15%	(428) 100%
5	The production level has increased.	(251) 67%	(34) 9%	(41) 11%	(26) 7%	(23) 6%	(428) 100%
6	Our new products differ substantially from existing products after COVID 19.	(101) 27%	(195) 52%	(11) 3%	(26) 7%	(41) 11%	(428) 100%

Note: Figures not in bracket indicate frequency while figures in bracket indicate percentages
According to Table 1, 75% of respondents strongly agreed that operational expenses have decreased as a result of the COVID-19 Pandemic in Oyo State, compared to 8% who also agreed, 4% who were unsure, 6% who disagreed, and 7% who severely disagreed. This suggests that running expenses in Oyo State have decreased following the COVID. In addition, 14% of respondents strongly agreed that following COVID, produced items perform extremely well in terms of meeting specifications. 70% of respondents agree, 7% are unsure, 6% disagree, and 3% strongly disagree. This shows that following COVID 19 in Oyo State, final items perform extremely well in terms of meeting specifications. Additionally, 60% of respondents strongly agreed that there has been an improvement in turnover; 31% agreed, 0% were unsure, 3% disagreed, and 6% strongly disagreed. This suggests that following COVID, the turnover of small and medium-sized businesses in Oyo State rose.

However, just 5% of respondents strongly agreed that staff morale had increased significantly, compared to 5% who strongly disagreed, 5% who agreed, 10% who weren't sure, 62 percent, and 15% who severely disagreed. This suggests that despite COVID 19, employee morale has not improved. Furthermore, 67 percent of those surveyed strongly concurred that output levels have grown. 9 percent were in agreement, 11% were unsure, 7% disagreed, and 23% strongly opposed. This shows that following COVID 19, SMEs' output levels in Oyo State have grown. Furthermore, 27% of respondents strongly agreed that their new products differ significantly from existing products after COVID 19, 52% agreed, 3% were unsure, 7% disagreed, and 11% strongly disagreed. This indicates that small and medium scale businesses products are substantially different from existing products after COVID 19.

Table 2: One Way-ANOVA on significant effect of COVID 19 on financial performance of Small and Medium Scale Businesses in Oyo State

Sources	Sum of Square	DF	Mean Square	F	Sig	Remarks
Between groups	230.04218	4	57.510545	42.38	0.0000	Rejected
Within groups	502.155152	370	1.3571761			
Total	732.197333	374				

Source: authors' computations (2022).

From Table 2, it can be inferred that the financial performance of SMEs in Oyo State has been significantly impacted by post-COVID-19. The outcomes show this to be the case: $f(374) = 42.38, p.0000$. In other words, it was discovered that the significance value (.0000) was lower than the alpha value (0.05). Since the post-COVID-19 environment had no discernible impact



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on the financial performance of small and medium-sized firms in Oyo State, hypothesis one was disproved.

Table 3: Effect of Post COVID 19 Environment on Financial Performance of Small and Medium Scale Businesses in Oyo State

Source	Statistic		DF	f(df1,	df2)	f	Prob>F
Post Covid Environment	W	0.6858	4	4.0	370	42.38	0.0000 e
	P	0.3142		4.0	370	42.38	0.0000 e
	R	0.4581		4.0	370	42.38	0.0000 e
	L	0.4581		4.0	370	42.38	0.0000 e
Residual			370	No of observation= 375			
Total			374				

Dependent variable = Financial Performance.

W = Wilks' lambda, P = Pillai's trace, R = Roy's largest root, L = Lawley- Hotelling trace, a = approximate, e = exact, u = upper bound on F.

The multivariate analysis of variance and covariance (MANOVA) was also used to demonstrate the post COVID 19's considerable impact on the financial performance of small and medium-sized enterprises in Oyo State by the results of the ANOVA described above. According to Wilks' lambda (W) statistic, small and medium-sized firms' financial performance improves by 0.68 percent for every 1 percent increase in the post-COVID 19 environment. Additionally, a 1 percent improvement in the post-COVID-19 environment boosts the non-financial performance of SMEs by 0.31 percent, according to Pillai's trace statistic. Furthermore, 1 percent improvements in the post-COVID 19 environment boost the non-financial performance of SME by 0.45 percent according to the results of the Lawley-Hotelling trace (L) and Roy's greatest root (R) statistic. The overall statistical results indicate that the post-COVID-19 climate has a favorable, considerable impact on non-financial performance. The F statistic and the probability of F (Prob> F) equal to 0.0000e also corroborate this. Small and medium non-financial enterprises in Oyo State would perform better as the post-COVID-19 environment improves.

Table 4. Distribution of Responses on Small and Medium Scale BusinessesNon-Financial Performance in Post-COVID Environment in Oyo State

S/N	Question	SA	A	N	D	SD	Total
1	Following COVID 19, small and medium scale enterprises gained new marketing ideas for their product.	(232) 62%	(52) 14%	(38) 10%	(34) 9%	(19) 5%	(428) 100%
2	The management efficiently and effectively carried out their role.	(62) 69%	(56) 15%	(38) 10%	(30) 8%	(19) 5%	(428) 100%
3	COVID-19 has exposed your business to many opportunities.	(236) 63%	(45) 12%	(19) 5%	(41) 11%	(34) 9%	(428) 100%
4	Transactions and meetings are conducted online.	(263) 70%	(52) 14%	(11) 3%	(23) 6%	(26) 7%	(428) 100%
5	Small and medium-scale businesses' images have improved.	(274) 73%	(19) 5%	(23) 6%	(14) 4%	(45) 12%	(428) 100%
6	COVID-19 has had a serious impact on the way we conduct business.	(161) 43%	(146) 39%	(23) 6%	(38) 10%	(7) 2%	(428) 100%

Note: Figures not in bracket indicate frequency while figures in bracket indicate percentages

As shown in Table 4, 62% of respondents strongly agreed that SMEs gained new ideas for marketing their product after COVID 19. 14% agreed, 10% were unsure, 9% disagreed, and 5% strongly disagreed. This indicates that small and medium scale businesses in Oyo State have gained new ideas in marketing their products after COVID 19. Similarly, 62% of the



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respondents agreed strongly that management effectively and efficiently carried out their role after COVID 19. 15% agreed, 10% were not sure, 8% disagreed, and 5% strongly disagreed. This indicates that management of SMEs in Oyo State is efficiently and effectively carrying out their role after COVID 19. Furthermore, 63% of the respondents strongly agreed that COVID-19 has exposed their business to many opportunities; 12% agreed, 5% were not sure, 11% disagreed, and 9% strongly disagreed. This indicates that the turnover of small and medium-scale businesses in Oyo State has increased after COVID-19. Also, 70% of the respondents strongly agreed that they made transactions and conducted their meetings online, 5% agreed, 10% were not sure, 62% disagreed, and 15% strongly disagreed. This implies that small and medium-scale businesses in Oyo State made transactions and conducted their meetings online after COVID-19. More so, 73% of the respondents agreed strongly that their business image has improved; 5% agreed, 6% were not sure, 4% disagreed, and 12% strongly disagreed. This indicates that the business image of small and medium-scale businesses in Oyo State has improved after COVID-19. In addition, 43% of the respondents strongly agreed that COVID-19 had a serious impact on the way they conduct their business; 39% agreed, 6% were not sure, 10% disagreed, and 2% strongly disagreed. This indicates that COVID-19 made a serious impact on the way small and medium-scale businesses in Oyo State conduct their business.

Table 5: One Way-ANOVA on significant effect of COVID 19 on Non-financial performance of Small and Medium Scale Businesses in Oyo State

Sources	Sum of Square	DF	Mean Square	F	Sig	Remarks
Between groups	69.7561805	4	17.4390451	12.64	0.0000	Rejected
Within groups	510.62782	370	1.38007519			
Total	580.384	374				

Source: authors' computations (2022).

The non-financial performance of SMEs in Oyo State is significantly impacted by the post-COVID-19 environment, as shown in Table 5. The outcomes show this to be true: $f(374) = 12.64$, $p = .0000$. In other words, it was discovered that the significance value (.0000) was lower than the alpha value (0.05). As a result, hypothesis two was disproved, which claimed that the post-COVID-19 environment had no discernible impact on the non-financial performance of small and medium-sized firms in Oyo State.

Table 6. Effect of Post COVID 19 Environment on Non-Financial Performance of Small and Medium Scale Businesses in Oyo State

Source	Statistic		DF	f(df1,	df2)	f	Prob>F
Post-COVID Environment	W	0.8798	4	4.0	370	12.64	0.0000 e
	P	0.1202		4.0	370	12.64	0.0000 e
	R	0.1366		4.0	370	12.64	0.0000 e
	L	0.1366		4.0	370	12.64	0.0000 e
Residual			370	No of observation= 375			
Total			374				

Dependent variable = Non-Financial Performance.

W = Wilks' lambda, P = Pillai's trace, R = Roy's largest root, L = Lawley- Hotelling trace, a = approximate, e = exact, u = upper bound on F .

The multivariate analysis of variance and covariance (MANOVA) was also used to corroborate the post COVID 19's considerable impact on the non-financial performance of small and medium-sized companies in Oyo State, as indicated by the results of the ANOVA results above. The non-financial performance of SMEs is improved by 0.87 percent for every 1 percent rise in the post-COVID 19 environment, according to Wilks' lambda (W) statistic. Additionally, a



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1 percent improvement in the post-COVID-19 environment enhances the non-financial performance of small and medium-sized firms by 0.12 percent, according to Pillai's trace statistic. Additionally, 1 percent gains in the post-COVID 19 environment boost the non-financial performance of small and medium-sized firms by 0.13 percent according to the results of the Lawley-Hotelling trace (L) and Roy's biggest root (R) statistic. The overall statistical results indicate that the post-COVID-19 climate has a favorable, considerable impact on non-financial performance. The F statistic and the probability of F (Prob> F) equal to 0.0000e also corroborate this. Small and medium-sized enterprises in Oyo State would perform better non-financially as the post-COVID-19 climate improves. Thus, the second hypothesis—that the post-COVID-19 environment has no appreciable impact on the non-financial performance of SMEs in Oyo State—is unfounded—is disproved.

5. Conclusion and Recommendation.

This study looked at how post-COVID-19 performance affected SMEs in Oyo State. The study's findings though indicated that the SMBs are the hardest hit by the crisis suggest that it positively affects the small and medium-sized companies in Oyo State in both financial and non-financial terms.

The study specifically recommends that the government continue to provide all necessary measurements such as her governance and public administrative measures like health policies and programme and fiscal policies and programmes (tax holidays and grants and loans) that will alleviate the negative effect of pandemics in the environment in order to improve the productivity and increase the revenue of small and medium-scale businesses, which will eventually boost economic growth and development.

The general recommendations are as follows; Small and Medium Scale Businesses should leverage on growth opportunities to sustain their businesses in the post-COVID-19 pandemic era to be able reinvent their business models; Small and Medium Scale Businesses have limited access to capital and having to depend on a few customer base to meet up with needed cash flow. Therefore they should increase their customer by aggressive and take advantage of social media marketing, especially in the post COVID 19 era; All businesses should be optimistic this difficult phase would pass but Small and Medium Scale Businesses with innovative thinking and clear vision would be able to take advantage of the new normal situation; Every Small and Medium Scale Businesses must have a framework to be able to surviving the crisis period and have as much as liquidity as they can and curtail expenditure; Small and Medium Scale Businesses must stabilise the business through minimizing cost and reconfiguring their financial and non-financial operations through outsourcing non-core services or production; Small and Medium Scale Businesses be aware that although the crisis would end, businesses would experience a lot of change as a result of the pandemic; Small and Medium Scale Businesses must prepare for the new era and must be innovative, have a clear vision, and be ahead of the curve to take advantage of the new normal; Small and Medium Scale Businesses should know that investors would be more frugal in the post-COVID-19 era and would only be attracted to businesses whose purpose aligns with strategic direction. Therefore, Small and Medium Scale Businesses drive their business financial and non-financial operations with purpose; Small and Medium Scale Businesses should consider quality and branded digital presence as it will stand as distinguishing factors in the present and post COVID-19 era; Small and Medium Scale Businesses must redesign their businesses such that they were able to do an end-to-end customer acquisition, provision of services, and monitoring and evaluation



Citation:



involving digital models; and Federal Government should reaffirm the made-in-Nigeria policy to promote local production, patronage and curb capital flight after the pandemic.

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Peoples' Social Welfarism and Traditional Medicine Practice in Urban Local Government of Osun State, Nigeria

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ABSTRACT

The study investigated the peoples' social welfare in respect to the traditional medicine as a means of health care services in Ilesha East Local Government area of Osun State, Nigeria. The study sampled 150 respondents which consists nursing mothers and elderly between the age of 18 and above who at a time had contacts with traditional medical practitioners and have been living in the community for more than six months within the study area. A purposive sampling technique was used to select the 11 political wards in Ilesha East local government area which was divided into zone A, B and C. The streets in each zone were listed and randomly chosen for the study. Textbooks, academic journals, seminars/workshops/conference papers, online materials, media clippings, and government gazette were used to gather secondary data. The information gathered was evaluated using descriptive statistical methods. The results revealed that traditional medicine is far better in tackling physical, mental and spiritual infirmities than modern medicine (88.0%), herbal products have high efficacy/potency as proven by NAFDAC herbal products registration, (67.3%) of the respondents derived satisfaction with the effects and outcome of using herbal medicines. The study concluded that as against the old practice traditional medicine practitioner now embrace modern science which has positively improved the traditional medicine practice on the social welfare of people in Ilesha East local government.

Keywords: Traditional medicine, Social welfare, Herbal, Healers, Diseases, Health.

Introduction

Individuals and/or groups in the developing countries, notably in the African continent most often employ traditional medicines as primary or complementary sources of healing there ailment. According to the situation report of the World Medicines (World Health Organization, 2011), traditional medicine is consumed by 70 percent to 95 percent of the population in underdeveloped countries, and it is used in varied degrees by every country on the planet. The rapid expansion in the number of herbal outlets, clinics, and hospitals (van der Boom et al,



2008), which constituted a large world market worth \$83 billion in 2008, reflects high rates of utilization (WHO, 2011). Despite tremendous economic and social growth, which has enhanced countries' financial and political ability to provide modern public health systems, such figures persist.

There are many theories as to why Traditional Medicines/Healers (TM/H) are used so frequently. According to academics, TM/H is more broadly accessible, preventable, and accessible than current drugs, which are still unavailable to two-thirds of the population in Sub-Saharan Africa (Leonard, 2003; WHO, 2002). For instance, a study in Uganda indicated that there were two to four hundred healers compared to one modern practitioner for every 20,000 people (WHO, 2002, p12). Due to the local cultivation of herbal substances, which reduces both direct and indirect costs, traditional medicine is also more affordable. Also, patients can administer it themselves (van den Boom, Nsowah-Nuamah, & Overbosch, 2008). Instead of a set amount given in advance, as is typically the case when visiting a doctor or using modern services, healers are known to charge based on ability to pay and accept various forms of payment. (Asenso-Okyere, 1995; Hausmann & Ribera, 2007).

Aside from economic considerations, anthropological factors contribute to the use of traditional medicine. Historical context, cultural acceptability, and sociological incentives centering on views of illness and disease, according to anthropologists, are all important factors in driving healthcare-seeking behavior (Evans- Pritchard, 1937; Foster, 1984; Hielscher & Sommerfeld, 1985; Kleinman, 1980). Traditional medicine was, historically, the default mode of treatment. For example, until the British colonial masters introduced modern medicine into Ghana, the Ghanaian people were completely relied on traditional medicine (Twumasi, 1979).

In many parts of the world, orthodox medicine has tended to trump traditional medicine until recently, when interest in traditional medicine looks to be on the rise. According to Essential Drugs (2003), there has been increasing focus and interest in the use of traditional medicines around the world in the last decade. Traditional medicine, for example, is claimed to account for nearly 40% of all health-care delivery in China. Chile has a rate of 71 percent, India has a rate of 65 percent, Australia has a rate of 48 percent, Canada has a rate of 70 percent, France has a rate of 49 percent, and the United States has a rate of 42 percent. Nigeria is included in this embrace. 70 percent of the population is claimed to believe in traditional medicine. Nigeria has established a Traditional Medicine Council and is claimed to be figuring out how to include African traditional medicine into its health-care delivery system (Abubarka, 2003; Maiwada, 2004; Adelaja, 2006). However, in many regions of the world, the question of incorporating traditional medicine into public health policy is contentious. London (2006:2), for example, stated that;

the notion of the service of alternative medicine falsely implies that a meaningful category of health care called alternative medicine exists and is scientifically based. But in common usage, the term is a euphemism used by enthusiasts and profiteers to give the appearance of legitimacy for methods promoted with scientifically implausible, invalidated or non-validated claims.

Notwithstanding the controversy, over 70 nations have rules in place for herbal products, and 25 countries were stated to have a national plan for traditional medicine in 2000. In nations like Ghana, Mali, Nigeria, and North Africa, traditional medicine is reportedly becoming more popular in the treatment and management of life-threatening illnesses including malaria and

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acquired immune Deficiency Syndrome (AIDS), yet there is scant systemic evidence of its usefulness and safety (Essential Drugs, 2003). The arguments over conventional medicine are discussed in the scientific and philosophical spheres. The World Health Organization has played a significant role in the development of traditional medicine research policies, which cover, among other things, reflexology, osteopathy, chiropractic, aromatherapy, self-exercise treatments, mind-body therapies, radiation therapy, and vibration therapy. Among the others are dance therapy, radiant treatment, preventive medicine, psychotherapy, therapeutic fasting and dieting, etc (Adesina, 2008).

Due to the aforementioned factors, traditional medicine in Nigeria is as old as the population. The importance of traditional medicine is growing as more Nigerians choose herbal remedies. To control the practice of traditional medicine and promote research in five important areas (herbal medicine, bone setting, mental health, traditional birth attendance, and the sale of traditional medicine ingredients), the federal government established the Traditional Medicine Policy and the Traditional Medicine Council (Chesa, 2006). Modern technology, innovation and education, on the other hand, appear to have influenced herbalists' practice of traditional medicine in Nigeria. The general public expects herbalists to do toxicity testing on their remedies, to have well-branded and labeled products, and, most significantly, to ensure standard, uniform, and accurate dosing in partnership with scientists and recognized institutions. These factors highlight the importance of determining the extent to which traditional healers collaborate with modernity.

Statement of the Problem

There has been a worldwide renaissance of interest and attention in the use and research of traditional medicine in the last ten years (Essential Drugs, 2003), and support for traditional medicine has risen considerably (Hillenbrand, 2006). The World Health Organization recognized the role of traditional medicine in providing primary health care in 1978 during the Alma Ata Primary Health Care Delivery Declaration and advised countries to develop official policies on it. Apart from wealthy countries, African countries, particularly Nigeria, are still grappling with how to implement long-term policies that will elevate traditional medicine to an enviable position.

The growing popularity of herbal medicine hinges on the peoples' belief that herbal products are natural and safer than synthetic drugs. The study by Ansari and Inamdar (2010) disapproves the claim that all-natural products are safe for consumption and confirmed that some natural herbs are poisonous which may cause injury to liver or kidney. Similarly, Kew et.al. (1993) and De Smet (1995) opine that some herbal products in the market need to be subjected to the drug approval process to ensure their safety and effectiveness as some of the products are deemed to contain lead, mercury and corticoids which are poisonous organic substances that can damage the organs of the body. Also, the lack of standardization and safety regulations of the herbal product has been identified as problem areas. However, WHO (2000) insists that herbal products must be in batches, with botanical names, chemical and biological standardization of products, the safety and efficacy of the product and the shelf-life be established. As the therapeutic potential of many herbs is yet to be fully discovered and bearing in mind that orthodox medicine cannot address all form of diseases, there is need to explore and improve on traditional medicine with aim of proffering health care solution where western medicine is unable to cope. Hence, this study intends to assess the extent to which traditional medicine practices have impacted on the social welfare of people in Osun State using Ilesha East Local Government as a study area.

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Objective of the study

Assessed the peoples' social welfare through the utilisation of traditional medicine as a means for healthcare delivery in Ilesha East Local Government area.

Methodology

The study was conducted in Ilesha East Local Government of Osun State which is strategically situated on approximately 70N 50E whose inhabitants are mainly farmers, artisans, traders, civil servants and students. Ilesha East Local Government was purposively selected amidst the six local governments established in Ijesha-land which forms part of 30 local governments in Osun State of Nigeria. The study covers all the 11 wards: Okesa, Omi-Asoro, Oke-Eso, Ilemo, Ijamo, Ijoka, Anaye, Ifofin, Irojo, Bolorunduro and Oke-Opo. Ilesha East Local Government is an urban community in which there is a Primary Health Center in each of the political wards, apart from the Wesley Hospital which is an annexe of Obafemi Awolowo Teaching Hospital located in the area. Also, there are registered Traditional Medical Practitioners within the local government and most of them use part of their residential houses as clinics meant for consultation and processing of the herbal products.

The study sampled 150 respondents which consists nursing mothers and elderly between the age of 18 and above who at a time had contacts with traditional medical practitioners and have been living in the community for more than six months within the study area. A purposive sampling technique was used to select the 11 political wards in Ilesha East local government area which was divided into zone A, B and C. The streets in each zone were listed and randomly chosen for the study, while the respondents were visited by the researcher at the appointed time. Textbooks, academic journals, seminars/workshops/conference papers, online materials, media clippings, and government gazette were used to gather secondary data. Data collected were analysed using descriptive statistical tools.

Literature Review

Traditional Medicine in Nigeria

African traditional medicine entails gathering and applying medicinal plants for the treatment, prevention, and promotion of people's bodily and spiritual well-being. The practitioners of this health-care strategy are known as "traditional healers/herbalists." A qualified herbalist can distinguish one herb from the rest. As a result, African traditional health care can be defined as the entire set of practices, methods, ingredients, and procedures that enable Africans to prevent disease, alleviate pain, and cure the sick. Traditional medicine is one of the most important sources of health-care delivery services at the grassroots level, where a large proportion of Nigerians live (Omoleke, 2003).

As is well known, traditional medicine encompasses all forms of folk medicine, unconventional medicine, and in fact any treatment technique passed down via a community's or ethnic group's heritage. It is a cultural gem of many civilizations around the world. In order to diagnose, prevent, and treat physical, mental, or social imbalances, traditional medicine relies primarily on practical experience and observations that are verbally or in writing passed down from generation to generation, according to the World Health Organization (1976). A few examples of traditional medicine include herbal remedies, massage, homoeopathy, mud baths, music and wax baths, reflexology, dance therapy, hydrotherapy, self-exercise therapies, radiation and vibration, osteopathy, chiropractic, aromatherapy, preventive medicine, radiant heat therapy, therapeutic fasting and dieting, spinal manipulation, and psychotherapy. It does show that a big

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country like Nigeria, with a variety of cultures and traditions, should have a plethora of traditional medicine and renowned and well-respected traditional healers to take care of the teeming people.

A traditional healer is defined by the WHO (1976) as a person who is accepted by the community in which he lives as qualified to provide healthcare using plant, animal, and mineral substances, as well as specific other methods, based on the community's social, cultural, and religious background, as well as the community's knowledge, qualities, and beliefs about physical, mental, and social wellbeing, as well as the causes of disease and disability.

Categories of Traditional Healers

Herbalists:

Herbalists are one of the specialists in traditional medicine who make use of herbs wholly or in parts of the seeds, fruits, flowers, root bark, stem bark, leaves or the stem. Also, use is the animal parts which include but not limited to chameleons, tortoises, snakes, snails, lizards etc; and inorganic materials of alum, salt, camphor as well as insects such as black ants, bees, termites etc are not left out. Herbal preparations are typically available in liquid and solid forms in the form of powder that may be mixed with (cold or hot) pap or any other beverage or applied topically to cuts created on any region of the body with a sharp knife. Other preparations include those soaked in local gin or water, either boiled or not, decanted as required before drinking (Ezekwesili-Ofili, 2019). Herbal preparations are made by pounding with native soap now known as 'medicated soap' used for bathing against skin diseases. Paste preparation in pomade and ointment are made in Shea butter or palm oil medium. Others include soup to be consumed by the patient and that which may be administered as an enema. Most importantly, the herbs are collected fresh and preserved by drying. The herbalists cure mainly with plants which have become part and parcel of every culture in Nigeria.

Traditional Birth Attendants (TBAs)

A traditional birth attendant, according to the World Health Organization, is a person who attends to an expectant mother during labor and has previously obtained her baby-delivery expertise on her own or via working as a birth attendant with others. TBAs consist generally of males and females whereas, in the northern part of Nigeria, TBA is of female sex only. TBA is in a central position in Nigeria as claimed that between 60-85 per cent of childbirths delivery in particular in the rural communities is through the TBAs (Salihu et al., 2014). Not only do they diagnose pregnancy, TBA determines the position and confirms the growing of the foetus. As such, they are actively involved like a modern-day midwife in both the pre-natal and post-natal care preparations.

Highly skilled TBAs have been saddled and helpful in obstetrics and paediatrics care and simple maternal and babyhood illnesses management. As a result of experience and exposure acquired over the years in particular on the concept of human reproduction in the areas of pregnancy and childbirth as being a normal biological function, TBAs have been further trained to be helpful in orthodox medicine practices at the primary health care level. This practice has enabled a wider coverage of primary healthcare leading to improvement in maternal or child health as well as lowering of maternal and child mortality and morbidity possible.

As old and experienced women, child delivery by caesarean section is uncommon since it is unnecessary to seek surgical intervention during childbirth. In a situation of difficult labour, the TBA worked on the foetus by massaging and pressing on the abdomen. On the other hand, the womb or the vulva or both are washed with plants preparations having muscle relaxant

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properties a few days before delivery. The use of helpful words (incantations) is not left out in accordance with different social, cultural and religious beliefs. When a TBA delivers a bridged baby, for example, he says, "A kiit'orisu, a kiif'idi bi, ibiti Oluwa ni ko o gbawa niko ogba." Which literally translates as "we don't ordinarily defecate through the head," "we don't normally vomit through the anus," and "the God-ordained method of delivery should be observed" (Adesina, 2008). (Salihu et al, 2014). The TBAs' efforts have, for the most part, resulted in safe and caesarean-free deliveries.

Traditional Surgeon

The various forms of surgery recognized in traditional medical care include:

- a. The Incision of tribal marks: tribal marks impressions are made into cheeks, arms, bellies or any other parts of the body by the traditional surgeons for identification and beautifications. The open wounds are covered with charred herbal products to effect healing.
- b. Male and female circumcision (Clitoridectomy): circumcisions are performed by a traditional surgeon using special knives and scissors. Snail body fluid or plant-based pastes are typically used to treat the resultant bloodletting and wounds.
- c. Removal of whitlow: previously infected fingers and toes are cut open and treated as necessary. Ear lobe piercing is also done in youth to allow for the wearing of earrings. Tooth extraction: decaying or holey teeth are usually extracted and treated with herbal medications made with local gin to relieve pain.
- d. Amputations are performed with the aid of anaesthetic, in which a strong narcotic concoction is used to ensure that the patient is sent to sleep without feeling the amputation, which is done with a sharp knife. The first stroke was required for the excision, and the ensuing stump was packed with appropriate herbal preparations to promote healing within four to five weeks.
- e. Uvulectomy (cutting of the uvula): Uvulectomy (cutting of the uvula) is thought to protect the patient from numerous pharyngeal infections and respiratory problems. Northern Nigerian traditional surgeons are skilled at cutting off the upper end of the throat flap known as the epiglottis for the treatment of the ailments related with it. This procedure is carried out by a trained conventional surgeon who has minimal knowledge of anatomy and does not use x-rays.
- f. Orthopaedic Surgery is the art and science of matching fractures and ensuring that the related injuries heal properly. Traditional bonesetters have gained experience in the practice of setting broken bones traditionally and using their talent to guarantee that the bones are properly connected and healed.

Fractures may be classified as simple, compound or complicated broken bones. Fractures arising from motor accidents or a fall from a height may be classified according to the resulting intensity; the wounds are cleaned and the bones are properly united to prevent any deformity. Wound bleeding is stopped on the application of herbal extracts such as cassava or basil leaf extracts or the snail's fluid in which banana leaves are used as lint. Immobilization of the fracture is ensured by the use of wooden splints made from bamboo plants while fresh or dry banana stem fibre will serve as a bandage. Traction to fracture legs takes different methods which may involve subjecting the patient to radiant heat treatment or hot pepper application to reduce inflammation and swelling. The occurrence of post-treatment limb's deformities is very rare. The choice of a chicken whose leg will be shattered and re-set is one of the unique bone-

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procedures. setter's At the same time, the chicken fractures are treated in the same way as the patient's fractures. This is done to determine how long the patient's fracture will mend and when the wrapped splints and clay caste should be removed. Bone setters can stop gangrenous limbs from deteriorating further and leading to amputation. Patients have to be transferred from the government hospital to the bone setter's clinics for treatment.

Traditional Medicinal Ingredient Dealers:

Females are more likely to be involved in the purchase and sale of herbs, animals, insects, and minerals utilized in herbal remedies. Traditional healers are women who prepare herbal combinations or decoctions for the treatment or cure of fever or other disease conditions in children and women.

Traditional Psychiatrists:

Traditional psychiatrists are primarily concerned with the care and treatment of those who suffer from mental illnesses or are insane. It is common practice to tie or shackle lunatics to keep them from acting violently. Individuals who are believed to be under the influence of a demon are caned until they submit and given a potent herbal sedative to calm them down. The herbal concoction may contain extracts of African herbs. For those with mental problems, rehabilitation and treatment take longer.

Practitioners of Therapeutic Occultism:

Among these practitioners are diviners or fortune tellers, who may be seers, Alfas, or priests and who employ paranormal or enigmatic energies, incantations, and prescribed rituals related to the community's religious devotion, as well as adopt all kind of puzzling things to heal various illnesses. Practitioners are regularly called upon to diagnose, elucidate the cause of, and treat diseases. They are frequently held in great regard in the community because of their capacity to cope with the invisible, the supernatural. They are said to have extrasensory perception and be able to see things that conventional people cannot. The practitioners' receive telepathic signals, contact oracles, spirit guides, and other supernatural beings, and they succeed when other traditional healers and doctors fail. Creating prayers, reciting and singing incantations, making invocations, and crafting fetish material to appease unknown gods are among their activities. These practitioners are expected to be able to identify and treat ailments caused by supernatural forces with ease.

This results from the idea that some medicinal ingredients, like unusually large trees thought to house spirits, astronomic herbs, graveyard plants like the physic nut, protective plants like the wild colocynth or Sodom apple, or even reproductive herbs like the sausage tree or the tree of life itself, have occultic powers and can be used by these practitioners effectively for the benefit of all. Magic stones, which are frequently tossed to the ground, are among the instructions used by these practitioners. Sounds created in this manner are read and understood. Some people respond to messages by throwing them into a pool or a glass of water. Others rely on cowries, coins, kola nut seeds, divining rods, keys, or sticks, among other things. Divination has matured, and its varied roles are now tied to religion, creation stories, cosmology, and other subjects. Its usage as a means of communication and for stochastic processes sets it apart from most conventional healers.

Growth in Traditional Medicine in Nigeria

Traditional medicine has arisen in Nigeria's many communities in response to the people's health requirements. As a result, many communities have evolved a variety of traditional ways to address their health issues utilizing locally accessible resources. Traditional medicine in Nigeria is as old as the hills, according to Tella (1986). Traditional medicine in Nigeria has

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given rise to many types of healers, as well as various therapeutic methods, strategies, and medications or treatments. Orthodox medicine was introduced by the British colonial masters, and today two systems of medicine coexist in the country; both have the primary goal of curing, managing, or preventing diseases and maintaining good health.

It is crucial to stress the significance of traditional medicine to the majority of Nigerians. Most Nigerians, especially those who live in rural regions, lack access to orthodox medicine, and it's estimated that about 75% of people still choose to seek treatment from traditional healers for their medical problems. The escalating expense of imported medications and other medical supplies has turned into a significant problem where such access is possible. The inexplicable aspects of traditional medicine, in particular, are highly valued by many rural populations, who believe that it is the wisdom of their ancestors that acknowledges their socio-cultural and religious origins, which orthodox medicine seems to overlook. More people are using traditional medicine globally, according to recent surveys. In the area of traditional medicine, China had a medical doctor to population ratio of 1:20,000, compared to a traditional practitioner to population ratio of 1:2000, whereas Swaziland had a medical doctor to population ratio of 1:10,000 and a traditional practitioner to population ratio of 1:100.

There is ample evidence that the use of herbs as medicine by many traditional healers for illness issues gives significant benefits for treating a variety of chronic disorders, including the following:

- Cardiovascular disease (hypertension, stroke, etc.) for which Negro coffee and Africa Rauwolfia vomitoria are used to treat hypertension and other nervous diseases, according to information from Nigerian folkloric medicine.
- Convulsions, sleeplessness, and other nervous system issues, which the parrot's beak and African Rauwolfia can help with.
- gastrointestinal system (diarrhoea, dysentery, etc.): basil, Ocimum gratissimum, and Carica papaya seeds are used to treat diarrheal illnesses and intestinal parasites, respectively.
- The leaves of the common rose periwinkle or mormodica are useful in the endocrine system (diabetes, for example).
- The lemongrass is beneficial to the respiratory system (asthma, cough, etc.).
- genitor urinary system - gonorrhoea, haematuria, etc., for which bush banana and Citrus paradise seeds have been used to treat refractory urinary tract infections
- Skin conditions such as wounds, dermatomycosis, and dermatomycosis, for which the craw-craw plant, Aloe vera, and pure honey have shown to be particularly useful in the treatment of skin illnesses and chronic wounds.
- Ear, nose, and throat pain, sinusitis, and other conditions for which the resurrection plant is commonly prescribed; and

Parasitic Infectious: caused by microorganisms, bacteria, fungus, viruses, insects, and other organisms, for which garlic, clove, and African mahogany have been proven to be effective (Oreagba, 2011).

Herbs alone or in conjunction with animal parts and minerals have been used to cure a wide range of maladies and complaints, including hernia, snake bite, arthritis, gout, and many others. In the modern era, plant medicines include vincristine and vinblastine, which are isolated from the Rose periwinkle and are used to treat childhood leukemia and Hodgkin's disease, reserpine, which is extracted from the African or Indian Rauwolfia and is used in tranquilizers, diosgenin, which is extracted from the yam and is used in the treatment of rheumatism and the production

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of oral contraceptives, and Shea butter. To aid with birthing, the TBAs have used plant extracts and medications with muscle relaxant properties. These data demonstrate the continued use of therapeutic herbs in Nigerian traditional medicine (Adesina, 1995; Gbile, 1987).

According to Leslie (1969), cited in Bonsi (1982), symbolic traditionalism is the process of reinterpreting the past in light of the present. By adding fresh elements to long-standing traditions, this approach modifies great traditions. Traditional medical practice anticipates that treatment will vary depending on the particulars of each illness. Nowadays, the majority of traditional healers adopt the systematic and controlled methodology of chemical and biological sciences, which underpins modern medicine. These new types of healers who employ contemporary methods are posing a threat to the practice of conventional medicine. They finish up exploring the practices by locating and reclaiming historical wisdom. As a result, tradition and modernity are no longer at opposition and are instead united.

Traditional medicine in Nigeria has advanced significantly. Most individuals trust and rely on professionals to relieve their physical and mental discomfort as well as to provide them with emotional and spiritual support. Their success is influenced by their capacity to comprehend the political, social, cultural, and personal circumstances of people, families, and communities (Roan, 1999). Because traditional medicine is more widely available, more affordable, and more holistic than the western alternative, it is essential to many people. Due to the high degree of patronage, traditional medicine practitioners have been able to overcome several other issues by modernizing in the following areas:

Diagnosis/Aetiology:

In a typical traditional context, the traditional healer combines the functions of a modern doctor, pharmacists, and nurses. The following heads are frequently followed in the treatment of an ailment or disease: (Tella, 1986).

Based on the disease's symptomatology, common disorders or difficulties are easily detected and successfully treated. If the ailment persists, the diviner/occultist is consulted. The diviner may consult a number of spirits, including his oracle, prescribe suitable rites, and make sacrifices in order to ascertain the true cause of the ailment. Because she thinks that magic, ghosts, taboo breaches, spirit incursion, and acts of God can all result in disease, she also thinks that these things can also result in disease. Public opinion and rumors have also been discovered to aid the diviner in determining the etiology of a sickness. Diagnosis can also be accomplished through visual examination of the eyes, skin, urine, feces, etc., taste, such as testing the diabetic's urine for sugar, using ants to detect sugar in the diabetic's urine, palpation, such as using palms and fingers to detect sugar in the diabetic's urine, or analyzing the patient's dreams. As with bone fractures and other traumatic injuries, proper diagnosis is required in the treatment of psychosomatic and psychiatric illnesses. In general, most traditional treatments rely on accurate diagnosis.

Symptom:

As much as possible, the patient relates his or her symptoms. These are also kept in mind by the healer. Behavioral changes; a fever or unusually high body temperature; a jaundiced state with yellow eyes, urine, palms, and fingers that may indicate liver issues; seizures, such as convulsions, diarrhoea from poisoning, frequent stools and vomiting, bleeding from the nose, mouth, gums, teeth, or private parts, anus, blood in the urine, coughing, and vomiting are some of the other symptoms that might occur. A skilled herbalist can easily distinguish between regular and intermittent pains, as well as severe and dull symptoms, and link them to specific

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ailments. Stethoscopes and other basic instruments are promoted for usage by modern healers to determine indications, which are normally noticed by skilled healers.

Traditional Medicine Treatment

As was previously said, a herbalist uses medicines derived from plants, animals, and minerals to treat patients. He can also employ any of the therapeutic modalities that were previously discussed, including therapeutic massage, therapeutic occultism, and therapeutic fasting and dieting.

Government Policy on Traditional Medicine

The National Health Policy in Nigeria recognizes the existence of traditional medicine practitioners and states the need for them to be trained to improve their skills. In order to train herbalists on proper administration and practices of herbal medicine, the Federal Government established and funded the Federal College of Complementary and Alternative Medicine in Lagos, as well as the Traditional Medicine Department within the Federal Ministry of Health. Herbalists are urged to register and submit their proven and efficacious standardized herbal products for authentication and approval to the National Agency for Food and Drug Administration and Control.

However, some State Governments (Osun, Oyo, Edo, Ogun, Delta, Lagos and Ondo), through legislation established Traditional Medicine Boards in their state that will regulate, develop and control the practice of traditional medicine. They've also set up botanical gardens in which therapeutic plants can be grown (Erinosho, 1998). The Lagos State Government established a College of Traditional Medicine Practitioners meant to train traditional medicine practitioners who will command both local and international respect in this field. The Oyo State Government recently established a traditional clinic at the Adeoyo General Hospital in Ibadan, and plans to establish a traditional hospital for the use of traditional healers in the management of major diseases (hypertension, diabetes, sickle-cell disease, cancer, and so on) that defy orthodox treatments, in order to explore all avenues to ensure the good health of her citizens (Saturday Tribune Jan14, 2009, p7). The State Governments have also supported trado-medicine fairs and exhibitions which provide enlightenment to the public on the possible curatives obtainable from traditional medicine which orthodox medicine has not been able to cure.

Presentation of Result

Respondents' view about Traditional Medicine

Table 1 shows the distribution of respondents on their view about traditional medicine. It reveals 84.6% either agreed or strongly agreed that traditional medicine is cheaper, affordable, potent and accessible than orthodox medicine; while 14.0% disagreed or strongly disagreed with this stand. On availability and accessibility, the majority (80%) claimed that traditional medicine is generally available and more accessible than orthodox medicine. Indeed, 69% of the respondents adjudged that traditional medicine is safer than modern drugs while 30.6% opposed the claim. Likewise, the majority (88%) attested that traditional medicine is more potent and efficacious than modern drugs. Also, the table shows clearly that religion does not affect the usage of traditional medicine. Only the minority (32.7%) of Christians and (20.0%) of Muslims either disagreed or strongly disagreed about the using of traditional medicine. 88.6% of the respondents agree that traditional medicine is the only health service that tackles mental and spiritual infirmities effectively. However, the respondents (76%) do not believe in the assertion that herbal medicine can cause both the liver and kidney damage after usage. Similarly, 70.7% of respondents objected to the claim that herbal medicine might cause problems or complications in pregnancy. Rather, 86.6% either agreed or strongly agreed that

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herbal medicine does promote the health of the expectant mother. As such 86% recommended that herbal medicine should be used by all women during pregnancy. Also, 63.3% of respondents opined that dosage might still constitute a major challenge but the majority (84%) subscribed that herbal medicine is more effective and act faster in curing ailments than modern drugs. Also, 46.7% either agreed or strongly agreed that herbal products are better branded and packaged as against 46.6% with a differing opinion. However, 46.7% claimed that traditional medical practitioners now request for medical test results before medication which was opposed by 50% respondents. Except for few, 82% of the respondents strongly agreed that traditional medicine incorporates mystical or diabolic power to cure some ailments. The majority (84.6%) respondents also agreed strongly that traditional medicine should be encouraged by the government at all levels. Lastly, the majority subscribed to the establishment of more agencies to strengthen the practitioners and enlighten the people on the importance of traditional medicine.

Table 1. Respondents' View about Traditional Medicine

1	Traditional medicine is cheaper and affordable than orthodox medicine	Frequency	Percentage
	Strongly agreed	102	68.0
	Agreed	25	16.6
	Indifference	2	1.3
	Disagreed	16	10.6
	Strongly disagreed	5	3.3
	Total	150	100.0
2	Traditional medicine is readily available and accessible than modern drugs		
	Strongly agreed	85	56.7
	Agreed	35	23.3
	Indifference	5	3.3
	Disagreed	10	6.7
	Strongly disagreed	15	10.0
	Total	150	100.0
3	Tm. is safer than modern drugs		
	Strongly agreed	69	46.0
	Agreed	35	23.3
	Indifference	-	-
	Disagreed	28	18.6
	Strongly disagreed	18	12.0
	Total	150	100.0
4	Tm. has more efficacy/potency than modern drugs		
	Strongly agreed	78	52.0
	Agreed	54	36.0
	Indifference	-	-
	Disagreed	5	3.3
	Strongly disagreed	13	8.7
	Total	150	100.0
5	Tm. Helps in tackling physical, mental and spiritual infirmities better than modern drugs		
	Strongly agreed	125	83.3
	Agreed	8	5.3
	Indifference	-	-
	Disagreed	7	4.7
	Strongly disagreed	10	6.7

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	Total	150	100.0
6	Tm is one of the causes of liver and kidney damage	Frequency	Percentage
	Strongly agreed	13	8.7
	Agreed	15	10.0
	Indifference	8	5.3
	Disagreed	18	12.0
	Strongly disagreed	96	64.0
	Total	150	100.0
7	Herbal medicine may cause problems or complications in pregnancy		
	Strongly agreed	22	14.6
	Agreed	10	6.7
	Indifference	12	8.0
	Disagreed	30	20.0
	Strongly disagreed	76	50.7
	Total	150	100.0
8	Herbal medicine can help promote health during pregnancy		
	Strongly agreed	96	64.0
	Agreed	34	22.6
	Indifference	-	-
	Disagreed	20	13.3
	Strongly disagreed	-	-
	Total	150	100.0
9	Tm should be used by all women during pregnancy		
	Strongly agreed	94	62.7
	Agreed	35	23.3
	Indifference		
	Disagreed	8	5.3
	Strongly disagreed	13	8.7
	Total	150	100.0
10	Dosage is a major problem in the use of tm		
	Strongly agreed	70	46.6
	Agreed	25	16.7
	Indifference	1	0.7
	Disagreed	46	30.7
	Strongly agreed	8	5.3
	Total	150	100.0
11	The herbal products are in better branding and packaging in the form of tabletting, encapsulating, solution and powdery	Frequency	Percentage
	Strongly agreed	55	36.7
	Agreed	15	10.0
	Indifferent	10	6.6
	Disagreed	18	12.0
	Strongly disagreed	52	34.7
	Total	150	100.0
12	Traditional medical practitioners now request for medical test (blood test, x-ray, etc.) result before medication		
	Strongly agreed	60	40.0
	Agreed	10	6.7
	Indifference	5	3.3
	Disagreed	20	13.3

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	Strongly disagreed	55	36.7
	Total	150	100.0
13	Tm. Is faster in the cure of ailment than modern drugs	Frequency	Percentage
	Strongly agreed	115	76.7
	Agreed	11	7.3
	Indifference	6	4.0
	Disagreed	3	2.0
	Strongly disagreed	15	10.0
	Total	150	100.0
14	Tm. Incorporates mystical or diabolical power in its practice		
	Strongly agreed	116	77.3
	Agreed	7	4.7
	Indifference		
	Disagreed	8	5.3
	Strongly disagreed	19	12.7
	Total	150	100.0
15	Christianity supports the use of tm.		
	Strongly agreed	63	42.0
	Agreed	38	25.3
	Indifference	-	-
	Disagreed	19	12.7
	Strongly disagreed	30	20.0
	Total	150	100.0
16	Islam supports the use of tm		
	Strongly agreed	78	52.0
	Agreed	42	28.0
	Indifference	-	-
	Disagreed	18	12.0
	Strongly disagreed	12	8.0
	Total	150	100.0
17	Derived satisfied with the effects and outcome of using herbal medicines at all times.		
	Strongly agreed	74	49.3
	Agreed	27	18.0
	Indifference	2	1.3
	Disagreed	28	18.7
	Strongly disagreed	19	12.7
	Total	150	100.0
18	The government should encourage the usage of tm by all Nigerians		
	Strongly agreed	93	62.0
	Agreed	34	22.6
	Indifference	1	0.7
	Disagreed	16	10.7
	Strongly disagreed	6	4.0
	Total	150	100.0
19	More agencies should be established to strengthen the practitioners and enlighten the people on the importance of tm.		
	Strongly agreed	96	64.0
	Agreed	30	20.0
	Indifference	-	-

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Disagreed	21	14.0
Strongly disagreed	3	2.0
Total	150	100.0

Field Survey, 2021

Discussion of Findings

Ilesa East Local Government is an urban community in which there is a Primary Health Center in each of the wards apart from Wesley Hospital which is an annexe of Obafemi Awolowo Teaching Hospital that is located in the area. This implies that the two health care systems orthodox medicine and traditional medicine are readily available in the locality. The relative cheaper cost of herbal products was responsible for the patronage by 84.6% of the inhabitants, as earlier put forward by Sofowora (1993) and Palmer (2005). The preference for the herbal product is hinged on the safety (69.3%) in which side effects are very rare and efficacy/potency (88.0%) than the modern drugs in which almost all drugs have one side effect or the other which has been further proven by NAFDAC registration of some of the herbal products. But large numbers of the respondents (88.0%) attested to the fact that traditional medicine is far better in tackling physical, mental and spiritual infirmities than modern medicine.

However, 76% and 70.7% of the respondents objected to the claims that traditional medicine is responsible for the cases of the damages to the body organs and pregnancy complications respectively. This is in contrast to Kansu-Foguem (2014) position that the majority of the herbal plants contain toxic constituents that harm the major organs. According to the split opinion, 46.7% attested those herbal products are now better branded and packaged in form of tablet, capsule, powdery and solution forms which ameliorate the problem of accurate dosage as put forward by 63.3% inhabitants, in contrast to Ekeanyanwu (2011) and Wilcox's (2004) claim that herbal medicine preparation procedure, dosage, standardization and safety may be problematic. Interestingly, traditional medical practitioners now request for medical test results before medication as strongly agreed by 46.7% respondents in which 84.0% believed that traditional medicine cures ailments faster than modern drugs. Also, the respondents (82.0%) affirmed that traditional medicine incorporates mystical or diabolical power in its practice. This authenticates Westerlund (2006) claim of warding-off evil spirit and provides the cure. The two religions, Islam (80.0%) and Christianity (67.3%) are in support of the use of herbal products. The respondents (67.3%) derived satisfaction with the effects and outcome of using herbal medicines every time and urged the government (84.6%) to encourage the use of traditional medicine by all Nigerians as well as strengthening the practitioners (84.0%) by the establishment of more agencies.

Conclusions

The preference for the herbal product is based on the safety in which side effects are very rare and efficacy/potency proven by NAFDAC registration of some of the herbal products. The on the shelf herbal products are now better branded and packaged in form of tablet, capsule, powdery and solution forms which ameliorate the problem of herbal medicine preparation procedure, accurate dosage, standardization and safety. Interestingly, traditional medical practitioners now request for medical test results before medication. The study concluded that as against the old practice traditional medicine practitioner now embraces modern science which has positively improved the traditional medicine practice on the social welfare status of Ilesa East local government inhabitants.

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EFFECT OF THE AUDIT COMMITTEE ON THE PERFORMANCE OF DEPOSIT MONEY BANKS IN NIGERIA

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Abstract

The study investigated the relationship between the impact of the audit committee and the financial performance of quoted deposit money banks in Nigeria. The study employed descriptive techniques such as standard deviation and means to analyse data including ordinary least squares (OLS) and multiple regression techniques through panel data. The study found and concluded that the audit committee had a positive relationship with the financial performance of deposit money banks in Nigeria. The study found that a unit increase in audit committees would lead to an increase in the financial performance of deposit money banks., it was recommended that proper policies should be employed in the operation of the audit committee for assessing the financial performance of deposit money banks in Nigeria.

Keywords: Auditing, Banks, Depository Institutions

JEL: Micro Finance Institutions & Mortgages

Introduction

Abdul-Kemi (2015) emphasized that recent corporate financial problems in various countries prompted corporate governance to be conducted in various listed firms in Nigeria through the use of audit committees for ensuring efficiency and effectiveness for the management of the firms, and corporate governance is the process of managing organization activities through organized ways by incorporating any means of an internal check through the audit committee.



Muazu and Aminu (2021) said that information provided by corporate financial reporting ensured wide circulation to various users in an organization for the assessment of true and fair view of the financial report in a given period and aid in decision-making with the use of audit committee; however, audit committee serves as a means of ensuring sound internal control within and outside the organization.

Adamu and Ibrahim (2022) emphasized improving deposit money banks in Nigeria to ensure a proper financial system in Nigeria and protection of shareholders' interests, and this serves as a means of settling conflicts within the business operation and removal of fraudulent activities in the financial system.

Okolie and Ogbaragu (2022) stressed on effectiveness and sound operation of deposit money banks in Nigeria that would be ensured through the operation of audit committee attributes for assessing the financial performance of deposit money banks in Nigeria, and this is a proper avenue in propelling internal check in an organization's management.

In the study of Adamu and Ibrahim (2022), the period used for the assessment of data collected covered 2013 to 2017; likewise, Muazu and Aminu (2021) period covered was not up to 2021; and this prompted the current study to further examine the impact of audit committee attributes on the financial performance of deposit money banks in Nigeria for 2017 to 2021. This will give a better position to assess the current performance of deposit money banks in Nigeria with the utilization of audit committee attributes.

In the studies carried out by Okolie and Ogbaragu (2022), Adamu and Ibrahim (2022) and Abdul-Kemi (2015) was inconsistency in the usage of analysis techniques applied which encouraged the present study to apply all necessary techniques for assessing the impact of the audit committee on financial deposit bank in Nigeria such as ordinary least square (OLS), and multiple regression techniques through panel data.

Literature review

Audit Committee

This is the body set up to examine and strengthen the financial system in an organization to ensure internal control and financial viability in a given period (Akpan & Nsentip, 2020).

Financial Performance

This is the process of assessing the result of activities in the operation of firms for a given period to determine the total value of firms such as debts, assets and leverage (Ishaku *et al.*, 2020).

Theoretical review

Agency theory

The theory shows the relationship between the principal and agent for contractual engagement to achieve a given vision (Ross, 1974). It is further emphasized that an agent in an organization might mission that can cause a breach of agreement with the owners.

The assumptions of this theory emphasize how an independent body can be set up in an organization through the use of an audit committee to ensure smooth operation and effectiveness in discharging responsibility in a given period (Ross, 1973). This serves as a proper means of reducing firm costs, bribery and corruption in the firm's operation.



Empirical review

Abdul-Kemi (2015) examined audit committees' characteristics and financial performance of listed deposit money Banks in Nigeria with the use of independence and financial expertise. It was discovered significant relationship among the variables; however, the size and frequency of the audit committee had no significant relationship with the financial performance of the deposit money Bank in Nigeria. The study recommended that regulators and financial experts should be included in regulating financial transactions in the country.

Muazu and Aminu (2021) researched the effect of audit committee characteristics on the financial reporting quality of Deposit Money Banks in Nigeria. The data were derived from secondary sources with the utilization of multiple regression analysis. It was discovered that female gender and frequency of audit committees had a positive relationship with financial reporting quality in Nigeria of various deposited banks; however, independence of audit committees had no significant relationship with the financial reporting of deposited banks in Nigeria. The study recommended that members of the audit committee should be encouraged with various incentives to discharge their responsibility.

Adamu and Ibrahim (2022) examined the effect of audit committee attributes on the value of listed

deposit money Banks in Nigeria with the use of a secondary source for capturing data. Regression analysis was employed for the analysis and discovered a positive relationship between the variables.

Okolie and Ogbaragu (2022) examined audit committee effectiveness and corporate performance of quoted deposit money banks in Nigeria and used secondary sources for the collection of data with the utilization of panel data through regression analysis. The study discovered a positive relationship among attributes within the variables examined and recommended the proper application of audit committees for the operation of firms in Nigeria.

Research Method

This study used research design, model specification, sample and population of the study, data sources, data analysis and interpretation of the study.

The correlation research design was employed for the proper correlation between audit committee proxies and financial performance proxies.

The population contained the list of deposited money banks in the Nigerian exchange group with a sample of seventeen firms for the assessment of audit committee impact on the firm's performance of deposit money banks in Nigeria; more so, the data were collected from both primary and secondary sources. The data were analysed through Ordinary Least Square (OLS), and multiple regression techniques through panel data.

Models Specification

The audit committee as an independent variable was proxied on firm size, growth opportunity, audit committee size, audit committee independence, audit committee gender diversity, and frequency of audit committee meetings while financial performance as a dependent variable was proxied on Tobin's Q and return on asset.

firm size, growth opportunity, audit committee size, audit committee independence, audit committee gender diversity, and frequency of audit committee meetings

Financial Performance = f(audit committee)

Tobin's Q = $\alpha + \beta_1 \text{SIZE}_{it} + \beta_2 \text{INDEPENDENCE}_{it} + \beta_3 \text{SCHEDULE OF MEETING}_{it} + \beta_4 \text{SIZE}_{it} + \beta_5 \text{GROWTH}_{it} + \beta_6 \text{GENDER}_{it} + \beta_7 \text{FREQUENCY}_{it} + \mu_{it}$ ----- i

$$ROA = \alpha + \beta_1 SIZE_{it} + \beta_2 INDEPENDENCE_{it} + \beta_3 SCHEDULE\ OF\ MEETING_{it} + \beta_4 SIZE + \beta_5 GROWTH_{it} + \beta_5 GENDER_{it} + \beta_6 FREQUENCY_{it} + \mu_{it} \dots \dots \dots i$$

Therefore, the models are mathematically expressed as follows;

Where;

- it = time subscript for panel data
- μ_{it} = error term
- α = intercept
- $\beta_1 - \beta_3$ = coefficients; and
- μ_{it} = error term

Data Analysis and Interpretation

This chapter presents the results of the descriptive and inferential statistics on the effect of the audit committee on the performance of deposit money banks in Nigeria. Descriptive statistics explain the behaviour or characteristics of the data and their fitness for empirical analysis while inferential give information about the empirical investigation of the relationships between/among the specified variables which help to provide answers to the objectives of the study and also test the formulated hypotheses of the study. On the other hand, the inferential statistic involves conducting panel regression analysis which is used to estimate the model specification in the study. The result from the model estimation is discussed in line with previous studies.

Descriptive statistics

It is imperative to analyse the statistical characteristics because it guides and gives a clue on how the bank's specific data behave. The investigation starts through the statistical description which includes the mean, standard deviation, and minimum and maximum values of the variable series specified for the study. The mean shows the average values of the data while the standard deviation shows the degree to which the data vary from the averages. In addition, the minimum and maximum values help to calculate the range value associated with the variable and this also indicates the degree of variability of the data from the averages. Table 1 showed the statistical properties of each variable under study.

Table 1: Descriptive Statistics

Variable	Mean	Std. Dev.	Min	Max
roa	1.501167	2.02112	-9.53	5.62
tobin_q	.1051667	.1027846	.01	.6
fms	9.17975	.4032483	8.19	9.94
gro	17.87133	19.35721	-68.23	102.4
adz	6.033333	.3413599	4	8
adi	50.378	5.015943	40	100
adg	17.36683	14.99396	0	50
adm	4.408333	1.240059	1	11

Note: roa, tobin q, fms, gro, adz, adi, adg, and adm denotes return on asset, Tobin Q, firm size, growth opportunity, audit committee size, audit committee independence, audit committee gender diversity, and frequency of audit committee meetings respectively.

Source: Author's Computation, (2022)

Table 1 revealed the mean, standard deviation, and minimum and maximum values of the variables employed in this study. The mean values of all the variables under consideration



showed a positive value. The common feature of the variables is that they tend to increase within the sampling period. This denotes that the audit committee characteristics of deposit money banks improve alongside their performances proxies which were financial and market performances throughout the sampling period. The return on assets as a measure of the financial performance of the deposit money banks revealed an average value of 1.501167 and it implied that the deposit money banks' assets were judiciously used in generating 150 per cent profit. Contrary to that, the minimum value of the return on asset was -9.53 and it showed that some deposit money banks could not sufficiently use their assets to generate profit within the sampling period which could result in loss. The maximum value of return on assets was 5.62 and it indicated the highest profitability value that could be generated from the use of assets. Also, the growth opportunity and firm size had average values of 17.8713 and 9.1797, respectively, and it signifies that the deposit money banks increased in their asset growth and size throughout the investigation. The minimum value of growth opportunity was -68.23 which indicated a decline in the assets of some deposit money banks. On the other hand, the maximum value of growth opportunity was 102.4 which revealed an increase and expansion in banks' assets. In the same vein, the minimum value of bank size was 8.19 and the maximum value was 9.94 and the deposit money banks were relatively stable within the period of the investigation.

The average value of audit committee size is 6.033333 and it meant that approximately, the deposit money banks have 6 directors that form the audit committee. The result shows that the minimum audit committee size of a deposit money bank is 6 and the maximum audit committee of deposit money banks is 8. Similarly, the average value of audit committee independence is 50.378 and it purports that there are average external auditors in the audit committee with a minimum value of approximately 40 per cent and maximum value of approximately 100 per cent. That could serve as a means to mitigate the conflict of interest and ensure the overall effectiveness of the audit committee which could enhance better financial reporting practices in the deposit money banks. The average value of audit committee gender diversity is 17.36683 and that measured the percentage of females present in the audit committee. The minimum value of the audit committee gender diversity indicates that in some banks, there is no female representation in the audit committee while the maximum value is 50 which suggested that in some banks there was approximately 50 per cent female. Thus, the female representation in the audit committee of the deposit money banks on average could affect the performance of the banks. The average value of audit committee meetings is 4.408333 and this implies that the average frequency of audit committee meetings in a year is 4 with a minimum value of 1 and maximum value of 11.

Despite the average value, the minimum and maximum values, and standard deviation were used to describe the variables. Looking at the standard deviation, the value of audit committee gender diversity is the highest volatile among the variables while Tobin Q is the lowest volatile among the variables. After the description of the variables, the study proceeded to estimate the correlation among the variables and the result was reported in Table 4.2

Correlation Analysis

The correlation analysis is conducted through the use of a correlation matrix which shows the association among the independent variables used in the study. Thus, the result of the correlation matrix is presented in Table 4.2.

Table 2: Correlation Matrix

Variables	adz	adi	adg	adm	fms	gro
adz	1.0000					
adi	-0.3615	1.0000				
adg	0.2084	-0.0934	1.0000			
adm	-0.0920	-0.1220	-0.0142	1.0000		
fms	0.1075	-0.0373	0.2837	-0.0190	1.0000	
gro	-0.0038	-0.0835	-0.0400	0.2445	0.0682	1.0000

Source: Author's Computation, (2023)

The result shows the correlation coefficients in-between each pair of the variables used for audit committee characteristics- audit committee size, audit committee independence, audit committee gender diversity, frequency of audit meetings, firm size and growth opportunity. The first pair has a correlation coefficient of -0.3615, the second pair has 0.2084, the third pair is -0.0920, the fourth pair has 0.1075 and the fifth pair has -0.0038. In the first column, audit committee size moves in the opposite direction with audit committee independence, audit committee meeting and growth opportunity firm size and growth opportunity but it moves in the same direction with audit committee gender diversity and firm size. The second column shows that audit committee independence moves in the opposite direction with audit committee gender diversity, frequency of audit meetings, firm size and growth opportunity. The third column shows a correlation among audit committee gender diversity, frequency of audit committee meetings, firm size and growth opportunity with correlation coefficients of -0.0142, 0.2837 and -0.0400 respectively. It implies that audit committee gender diversity moves in the opposite direction with the frequency of audit committee meetings and growth opportunities but it moves in the same direction with firm size. The fourth column shows that the audit committee meeting has a negative correlation with firm size but a linear correlation with growth opportunity. The fifth column of the correlation matrix shows the correlation between firm size and growth opportunity with a coefficient of 0.0682 and it implied that firm size was linearly correlated with growth opportunity. Thus, there was evidence of low correlation coefficients which invariably suggests that each pair of the variables are not perfectly correlated, and, as such, the assumption of multicollinearity or perfect collinearity was refuted. Thus, there was the absence of a multicollinearity problem in our model

Data Interpretation

The estimation of panel data regression is embedded with pooled regression, fixed effects, and random effects. The three models could not be computed at the same time and as a result of this, the random effect has to be tested against the pooled effect; the fixed effect has to be tested against the pooled effect; and the random effect has to be checked against the fixed effect. Thus, the study conducts a pool ability test to check the superiority between the fixed effect model and pooled regression. Breusch-Pagan Lagrangian Multiplier (LM) test was conducted for the random effects model and the pooled regression model. The Hausman test was conducted to decide the appropriateness between the fixed effect model and the random effect model. Thus, the study presents the pre-estimation tests alongside the estimation of the model. Thus, Table 4 summarized the output of the pre-estimation tests for the models of this study and it was presented in two panels.



Table 3: Diagnostic Test

Statistics	Panel A	Panel B
Probability Test	4.65 (0.000)	19.88 (0.000)
LM Test	30.71 (0.0000)	164.29 (0.0000)
Hausman Test (0.8362)	2.78 (0.4022)	6.19

Note: Figures in () represented the Probability values.

Source: Author's Computation (2023)

The result of the pre-estimation tests in Panel A which shows the effect of the audit committee on financial performance reveals that the fixed effect model was appropriate when compared with the pooled model since the value of p-value was lesser than 5 per cent under the pool ability test. Also, the LM test showed that the random effect was superior to the pooled regression since the P-value was less than 5 per cent. More so, the Hausman test showed that the random effect model was appropriate when compared with the effect fixed model since the associated P-value of the Hausman test is larger than 5 per cent. Thus, the study proceeded to interpret the random effect model. Similarly, Panel B depicted the pre-estimation test on the effect of the audit committee on market performance. In the result, the pool ability test reveals that the fixed effect model is appropriate when compared with the pooled model since the value of the p-value is lesser than 5 per cent. Also, the LM test shows that the random effect was superior to the pooled regression since the P-value was less than 5 per cent. More so, the Hausman test shows that the random effect model is appropriate when compared with the random effect model since the P-value is larger than 5 per cent. Thus, the random effect model should be interpreted. Therefore, the estimations of the two models are presented in Tables 5 and 6 respectively.

Audit Committee Characteristics and Financial Performance

To achieve the objective and answer the question of whether audit committee characteristics affect financial performance, the study used return on asset to proxy for financial performance, thus, the analysis was shown in Table 4.

Table 4. Financial Performance and Audit Committee Characteristics

Variables	Pooled	Fixed Effect	Random Effect
Adz	.4917261 (.5254793) [0.351]	.1876945 (.4721524) [0.692]	.2342665 (.4620767) [0.012]
Adi	.0163165 (.0352646) [0.644]	.0100225 (.0315933) [0.752]	.0108284 (.0309337) [0.026]
Adg	.0158506 (.0115204) [0.172]	.0033965 (.0149603) [0.821]	.0065503 (.0135346) [0.028]
Adm	-.0981035 (.137233) [0.476]	.0326981 (.1296834) [0.801]	.0056434 (.1249309) [0.964]
Fms	1.983325 (.4220704)	1.616724 (.8595244)	1.838963 (.6578289)



	[0.000]	[0.063]	[0.005]
Gro	.0235943	.0183179	.0191758
	(.0087049)	(.0077576)	(.0075998)
	[0.008]	[0.020]	[0.012]
R-squared	0.2710	0.4473	0.4620
F-Stat	7.00	1.94	
P(F-Stat)	0.0000	0.0812	
Wald-Chi			17.83
P(Wald-Chi)			0.0067

Note: Figures in () and [] represented the standard deviation and Probability values respectively.

Source: Author's Computation, (2023)

The results depicted in Table 4 showed the effect of audit committee characteristics on financial performance. In line with the pre-estimation test shown in Table 4.3, the study interprets the output of the random effect model. As shown in the Table, audit committee size, audit committee independence, audit committee gender diversity, firm size and growth opportunity have a positive and significant effect on the financial performance of deposit money banks in Nigeria. On the other, the audit committee meeting has a positive but insignificant effect on the financial performance of deposit money banks in Nigeria. The coefficient of determination shows a value of 0.4620 and it indicated that almost 46 per cent variation in financial performance could be explained by explanatory variables-audit committee size, audit committee independence, audit committee gender diversity, audit committee meeting, firm size and growth opportunity while the remaining 54 per cent variation in financial performance could be explained by other factors which were not included in the study. More so, the model was significant because the probability values associated with F-statistic were less than 0.05 and it suggested that a valid generalization could be drawn from the model estimation.

Audit Committee Characteristics and Market Performance

The result in Table 5 shows whether audit committee characteristics affect the market performance of deposit money banks in Nigeria.

Table 5: Market Performance and Audit Committee

Variables	Pooled	Fixed Effect	Random Effect
Adz	.0286832	.0003314	.0012361
	(.0303541)	(.0188445)	(.0188274)
	[0.347]	[0.046]	[0.948]
Adi	-.0009422	-.000828	-.0008557
	(.002037)	(.0012609)	(.00126)
	[0.645]	[0.513]	[0.497]
Adg	.000676	-.0002122	-.0001753
	(.0006655)	(.0005971)	(.0005834)
	[0.312]	[0.723]	[0.064]
Adm	-.0130405	.0012411	-.0000332
	(.0079272)	(.0051759)	(.0051434)
	[0.103]	[0.811]	[0.995]
Fms	.0090432	-.1067255	-.0841567
	(.0243808)	(.0343052)	(.0317102)
	[0.711]	[0.002]	[0.008]
Gro	-.000011	-.0002202	-.0002119
	(.0005028)	(.0003096)	(.0003094)
	[0.983]	[0.479]	[0.493]



R-squared	0.0595	0.1100	0.1088
F-Stat	1.19	1.94	
P(F-Stat)	0.3161	0.0594	
Wald-Chi			9.58
P(Wald-Chi)			0.0435

Note: Figures in () and [] represented the standard deviation and Probability values respectively.

In line with the documentation of the pre-estimation test result in Table 3, the random effect model was superior to the fixed effect model. The study interprets the random effect model. Audit committee size has a positive but insignificant effect on the market performance of deposit money banks in Nigeria. On the other hand, the audit committee independence, audit committee gender diversity, audit committee meeting, firm size, and growth opportunity have a negative but insignificant effect on the market value of deposit money banks in Nigeria. However, the audit committee's gender diversity is significant at 10 per cent level of significance. The coefficient of determination reveals that audit committee size, audit committee independence, audit committee gender diversity, audit committee meeting, firm size, and growth opportunity almost 11 per cent variation in the market performance of deposit money banks while 89 per cent variation in the market performance of deposit money banks could be explained by other factors. In addition, the probability of F-statistic reveals that the model is significant at the level of 5 per cent and generalization can be deduced.

Discussion of Findings

Evidence from the findings revealed that audit committee size, audit committee independence, and audit committee gender diversity have a positive and significant effect on financial performance while audit committee meeting has a positive but insignificant effect on financial performance. This simply implies that an increase in the audit committee size, audit committee independence, audit committee gender diversity and audit committee meeting will increase the financial performance of deposit money banks in Nigeria. This conforms to the proposition of agency theory that the auditing mechanism serves as a monitoring parameter to check agent behaviour to improve the firm performance. On the other hand, it was found from the estimation output that audit size has a positive effect on market performance while audit committee independence, audit committee gender diversity and audit committee meeting have a negative and insignificant effect on the market performance of deposit money banks in Nigeria, this partially conforms to the proposition of agency theory.

Conclusion

The study found and concluded that the audit committee had a positive relationship with the financial performance of deposit money banks in Nigeria. The study found that a unit increase in audit committees would lead to an increase in the financial performance of deposit money bank

Recommendation

It was recommended that proper policies should be employed in the operation of the audit committee for assessing the financial performance of deposit money banks in Nigeria.



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Impact of Microcredits, Entrepreneurship Education and Entrepreneurial Orientation on the Performance of Agribusinesses in Benue State

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Abstract

Performance of SMEs particularly those in the agricultural sub-sector is critical for economic growth and development. However, there are many obstacles hindering the optimum performance of agribusinesses. This study therefore surveyed the impact of microcredit, entrepreneurial orientation and entrepreneurship education on agribusiness performance in North-East Senatorial Benue State, Nigeria. A sample of 378 questionnaires was analyzed using Structural equation modelling. The study found that microcredit and entrepreneurship education have significant positive effect on agribusiness performance while entrepreneurial orientation has a positive but insignificant effect on agribusiness performance. The study therefore recommends that agribusiness owners/mangers should ensure to acquire entrepreneurship education/training skills so as to help equip them with the necessary knowledge for starting running and managing their agribusinesses innovatively for enhanced performance.

Keywords: Agribusiness-Performance, Microcredit, Entrepreneurial Orientation and Entrepreneurship.

1.0 Introduction

The importance of the performance of agribusiness to economic growth cannot be overemphasized because agribusinesses contribute to economic growth and development. The performance of agribusinesses leads to enhanced food security, increase, in raw materials for industrial production and foreign exchange (Odunze, 2019). The Pricewater Coopers (PwC) and world Bank, small scale agribusiness in Nigeria contribute 76% to food production, 32% foreign exchange earnings, 71% employment and 28% industrial raw materials and 34% poverty reduction (PwC & World Bank, 2020).

Despite the importance and contribution of agriculture/agribusiness to the growth and development of the economy in Nigeria there is low performance of agribusinesses. For example, according to FAO, (2018); World Bank, (2019) over 50 percent of the arable land in Nigeria is uncultivated which causes unemployment, food insecurity, hunger and malnutrition. PwC, (2020) reported that agricultural imports was 3.35 trillion naira, from 2016 to 2020 but income from export was only 803 billion. FAO, (2020), reported a total export earnings of agribusinesses declined by about 11% from N302.2 billion in 2018 to N269.8 billion in 2019

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compared to crude oil which contributed (76.5%) to GDP. Similarly, the small scale fish business currently generates a total export income of 284 million dollars, less than import expenditure of 1.2 billion dollars annually (FAO, 2018).

Many factors have been identified as causes of low performance of SMEs including agribusinesses. Lack of or inadequate access to finance (Chandrayanti et al., 2020; Jabbouri & Farooq, 2021; Syahdan et al., 2020). The National Bureau of Statistics (NBS) and CBN, out of the 1% of total commercial banking credit available to SMEs, agribusiness have less than 5% for working capital and business funding limiting their growth due to lack of funds to acquire inputs. Also, 55 percent to 68 percent of agribusinesses are underserved/unserved by financial institutions, which creates a credit gap of about \$5.1 Trillion (NBS & CBN 2020; FAO, 2018). The problem of lack of finance can be addressed by the Microcredits (MC) which has been largely adjudged as a solution to lack of access to finance by informal sector business such as agribusinesses; FAO, 2018; Littlefield, Morduch, & Hashemi, 2003; Duru, Yusuf, & Kwazu, 2020). Hartarska and Nadolnyak (2008) MC is a cheaper and safe source of finance for SMEs which does not require collateral thus can minimize the financial constraints faced by SMEs and enhance their performance (Duru, Yusuf, & Kwazu, 2020). This calls for the investigation of more factors that can influence the performance of agribusiness.

Entrepreneurship skills and competencies can help entrepreneurs achieve performance in terms of growth and profitability or limit their performance (Azmi & Hashim, 2018; Suroso et al., 2017; Morris et al., 2013). The knowledge entrepreneurship by owners/managers is critical for small scale business in developing countries (Short et al. 2018; Sule 2019). Entrepreneurship education (EE) is also critical to business success, by improving knowledge/skills and prompt entrepreneurship behaviours (Lawal & Ojodu, 2022; Jena, 2020). Entrepreneurial orientations also helps a business enterprise to gain competitive advantage can enable an organization to enhance business success (Al Bulushi & Bagum, 2017; Bendig et al., 2018).

This study examined the effect of microcredit, entrepreneurial orientation (EO) entrepreneurship education as well as microcredit on agribusiness performance. Based on available literature no study has jointly employed these variables to examine their effect on agribusiness or even MSMEs in this context based on available literature. This therefore constitutes the theoretical and literature gap in this study. To achieve this, the research question, ad hypotheses are based on the relationship of the variables (MC, EO and EE on performance of agribusinesses)

2.1. Concept of Microcredit

Micro-credit Summit (2002) conceptualizes micro credits as the provision of small loans to persons that are not qualified for credit from commercial bank. Microcredit are small loans extended to individuals with low-income who lack collateral, verifiable credit history and steady employment (Balasubramanian, Subramanian and Kumar, 2012). Therefore microcredit as credit or loans given by microfinance banks domicile in Benue state to women who are involved in agribusiness.

2.2 Entrepreneurial Orientation

EO entails techniques of making entrepreneurial decisions, entrepreneurial practices and procedures and the way entrepreneurs engages in risk-taking and creative activities and how proactive they are in order to gain competitive advantage (Dai & Si, 2018; Wang et al., 2020). According to Lumpkin & Dess, (1996); Qodriah et al., (2021) the three main characteristics of EO are innovation, proactivity and risk-taking. Thus EO is the extent to which top managers tend to take business risks, support change and innovation to gain competitive advantage for

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business success (Lumpkin & Dess, 1996; Covin & Selvin, 1991). EO is the intangible value or resource which a firm use to enhance competitive advantage by way of creating new opportunities within the business environment (Akpoviro, & Akanmu, 2021).

2.3 Entrepreneurship Education

Fayolle et al., (2006) conceptualized EE as a process of education/training for entrepreneurial skills and attitudes for awareness which encourages taking of risks relate entrepreneurial process (Ahmed et al. 2020). It enables the entrepreneur or potential entrepreneur to connect the right quality and quantity under risks and uncertainty to develop positive attitude towards entrepreneurship for business success (Ibtida et al., 2020; Ojeifo, 2013). It builds entrepreneurial competence of SMEs owners for enhanced their competitive advantage (Reynoso, 2008).

2.4 Firm performance

Performance of business is viewed as the success of realizing valuable outcomes in a business organization, such as high returns (Memon & Tahir, 2012). Performance is the ability of agribusiness to achieve business objectives like, high production, huge market share, high quality which leads high profit and sustainable growth which enables business survival using relevant strategy of action (Akpa & Nwankwere 2011)

Performance is measured using financial measures such as net profit, sales growth, gross profit, return on sales, cash flow, net cash flow, and increased number of employees etc. Venkatraman and Ramanujam, (1986); Runyan, Droge, nd Swinney, (2008) and non-financial/subjective measures which is the assessment by owners'/managers' of some performance criteria such as global success ratings by the business community or recognized international bodies, satisfaction and customer ratings etc. (Jiang et al., 2018; Anderson et al. 2015).

2.1 Microcredit and Performance

Microcredit have effect on performance. For instance, the study by Mnunka and Oyagi (2020), examine the impact of microcredit on financial performance of SMEs in Tanzania, using a descriptive research design with a population of 3215 and sample of 356 SMEs. The study found a positive effect of microcredit on SMEs performance. Amsi, Ngare, Imo and Gachie (2017), investigated on the effect of microcredit on SMEs performance in Kenya, using stratified sampling with sample size of 210 they found that, microcredits has positive and significant effect on the financial performance of SMEs. Sonang and Sasi, (2021), also found a positive and significant effect of microcredit on Small and Medium Footwear Industry.

2.2 Entrepreneurial Orientation and Performance

Studies have shown that EO has a relationship with performance. According to Mehrabi, Coviello, and Ranaweera, (2019); Jiang, Fey, Liu and (2018) EO is a fundamental concept in entrepreneurship research. Many studies have explained the EO relationship between performance such as the studies of (Rigtering, Kraus, Eggers & Chang, 2017, Kim & Patel, 2017). Ribeiro, et, al., (2021) examined the effect of firm performance using EO networks in resource-scarce contexts in the tourism industry. Using 556 as the sample size. The study found that EO positively influences firms' performance. Akpoviro, and Akanmu, (2021), studied the impact of EO on firm performance using managers of SMEs registered with the Small and Medium Enterprises Development Agency of Nigeria in Lagos State. The data for the study was analyzed using Analysis of variance (ANOVA) and regression. The findings of the study revealed a positive impact of EO on firm performance.

2.3 Entrepreneurship Education and Performance

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The relationship between EE and Performance has been previously explored by many scholars and found to be significant. Example, Adaeze, and Mashinini, (2022) investigate the impact of EE/ training on performance of SMEs in ICT sector in South Africa. The mixed method research design was employed for this study while descriptive was used for data analysis. The study found that entrepreneurship training significantly influence and firm performance. Ladzani and Vuuren, (2018) entrepreneurship training examined the influence of entrepreneurship training on the performance of SMEs in the hospitality industry in Mombasa South Africa. Using survey of 24 hotels revealed that entrepreneurship training in the form of discussion, demonstrations and presentations have positive and significant effect on owner/managers of hotels in South Africa. The study considered only on-the-job training, but did not explore the other methods of entrepreneurship training.

Kanaan-Jebna, Alabdullah, Ahmed, and Ayyasamy, (2022) examined the impact of EE on SMEs performance. They found that EE can help learners develop a positive attitude towards entrepreneurship which enhances business performance. Also the study by Solomon et al., (2008) showed that entrepreneurship psychological inspiration improves the performance of entrepreneurs by helping the learners develop a solid sense of self-efficacy and start their businesses. Lawal and Ojodu, (2022) examined enterprise success using EE on SMEs in Nigeria. The study employed random survey of 325 SMEs in Lagos with correlations and multiple regression as tools of data analysis. The study found that EE has statistically significant effect on SMEs performance. Therefore, the knowledge of entrepreneurship is essential for business success.

2.1 The Resource-Based view (RBV) Theory

The theory was developed based on the publication by Wernerfelt Berger titled “The Resource-Based View of the Firm”, in 1984, Hamel and Prahalad “The Core Competence of the Corporation” in 1990, and Barney (1986) titled “Firm resources and sustained competitive advantage”. The RBV is an approach to achieving performance through competitive advantage. The supporters of this theory argued that organizations should look inwards to identify competitive advantage of the firm rather than looking at competitive environment. The RBV defines resources as the stock of tangible and intangible factors owned or controlled by a firm in order to assist in the achievement of organizational goals (Teece, Pisano, Shuen, 1997). In conformity with the RBT, microcredits, EO and EE in relationship with the dependent variable performance these services can be regarded as intangible business resource of microfinance banks, which are likely to give a sustainable and outstanding performance.’ This means that for an agribusiness to succeed they need to judiciously utilize the financial and non-financial intangibles resource available to them to achieve their goals.

3.0 Methodology

A cross sectional research design was used to examine the effect of microcredits, entrepreneurial orientation and entrepreneurship education/training on Agribusiness performance. The study population was all registered small-scale Agribusiness in Zone B of Benue. The sample of 378 was proportionately selected from the seven local government of Zone “B,” while questionnaires were randomly administered to respondents who are member of farmers’ cooperative societies in the local governments. The data was analyzed using Partial Least Squares structural equation model (PLS- SEM) Version 3

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The five point Likert scale ranging from strongly disagree (1) Disagree (2) Undecided (3) Agree (4) and strongly agree (5) were used to collect data. Five (5) items adapted from the original scale by Njeri (2015) were used to measure microcredit, Seven (7) item adapted from the original scale by (Lumpkin and Dess (2001) were used to measure EO, while five (5) items adapted from Mayer-Haug et al. (2013) were used to measure EE, seven (7) items were adapted from (Spillan & Parnell, 2006) were used to measure performance.

4.0 Data analysis and Results

The data was cleaned as recommended by Field (2009). The reliability was measured using Composite Reliability (CR) with the threshold of above 0.70 for all variables, while the convergent validity, was measured using Average Variance Extracted (AVE) which is the “average of the squared of factor loadings of each construct’s item with the threshold of 0.50 and above” This shows that the constructs explains more than 50% variation of its indicators was achieved (Hair et al., 2014). The HTMT criterion is measure discriminant validity as shown in Table 2, with values less than one indicating distinctiveness of the constructs.

4.1 Measurement Model

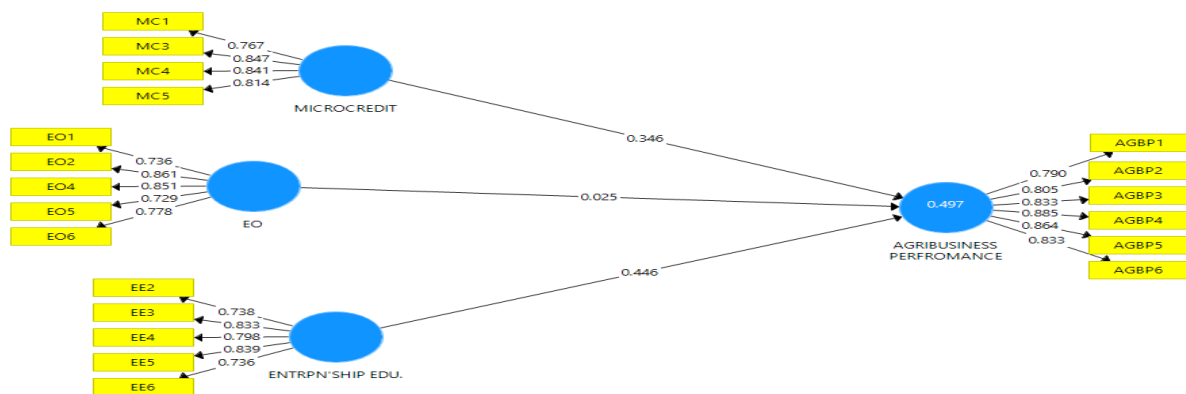


Table 1: Measurement of constructs: convergent validity (n = 378)

CONSTRUCT	ITEMS	LOADING	CR	AVE
Microcredit	MC1	0.767	0.890	0.669
	MC3	0.847		
	MC4	0.841		
	MC5	0.814		
Entrepreneurial Orientation	EO1	0.736	0.892	0.624
	EO2	0.861		
	EO4	0.851		
	EO5	0.729		
	EO6	0.778		
Entrepreneurship Education	EE2	0.738	0.894	0.629
	EE3	0.833		
	EE4	0.798		
	EE5	0.839		
	EE6	0.736		
Agribusiness Performance	AGBP1	0.790	0.933	0.698
	AGBP2	0.805		
	AGBP3	0.833		
	AGBP4	0.885		
	AGBP5	0.864		

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AGBP6

0.833

MC2, EO3, EO7 EE1 and AGBP7 were removed due to measurement issues, MC2: Microcredits, EE: Entrepreneurship Education, AGBP: Agribusiness Performance AVE (Average variance extracted), CR=Composite reliability.

Table 2: Discriminant validity using HTM ratios (n = 378)

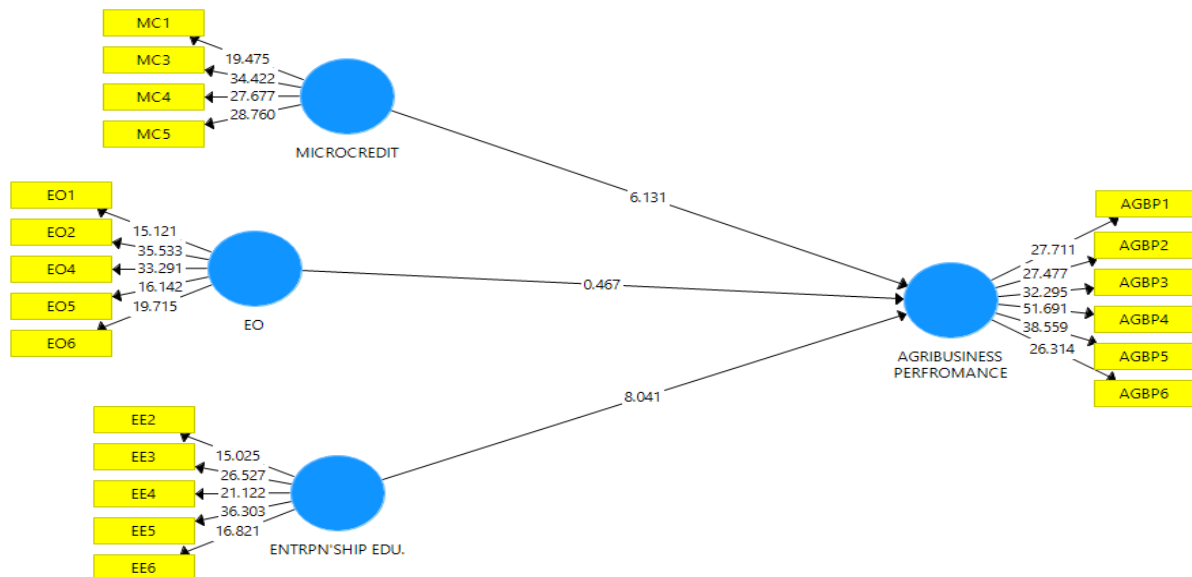
Agribusiness Performance	AGBP	EE	EO	MC
Entrepreneurship Education	0.705			
Entrepreneurship Orientation	0.443	0.550		
Microcredit	0.658	0.608	0.557	

The table shows the discriminant validity using the HTMT criterion where all the values are further below 1 show there is discriminant validity among the constructs.

4.2 Structure Model (internal model)

According to Hair et al. (2013) the structural model is evaluated through the importance of the model, the effect size (f^2) coefficient of determination (R^2), and, the relevance (Q^2). Nevertheless, it is basic to determine the direct effect of Microcredit, EE and EO on AGBP in Benue State. Bootstrapping carried out with 5000 subsamples. The direct effects is shown below

Fig 1; Structure model



4.3 Hypotheses Testing

Hypotheses for the study was tested with the beta value of the relationships, t-statistic, and p-value. Three hypotheses in null form as stated in the study have been put up to be tested for the impact of Microcredit, EE and EO on agribusiness performance in Benue State. The p-value at 5% level of significance and t-statistics the hypotheses were tested. When the t-statistics is less than 1.96 and the p-value more than 5% (0.05) the null hypotheses will be fail to be rejected else it will be rejected.

Table 3 path coefficient for direct relationship

Relationship	Beta	Std Error	T-value	p-value	Decision
MC -> AGBP	0.346	0.056	6.131	0.00	Rejected
EE -> AGBP	0.446	0.055	8.041	0.00	Rejected
EO -> AGBP	0.025	0.053	0.467	0.641	Fail to Reject

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*****P value <0.01, **P value<0.05 *P-value<0.1**

The hypothesis **H₀₁**: which states that MC has no significant impact on AGBP was rejected since MC has significant impact on AGBP since the relationship between MC and AGBP insignificant at ($\beta = 0.346$, t-statistics= 6.131, p-value < 0.05 i.e. 0.00). This finding is consistent with those of Amsi, Ngare, Imo and Gachie (2017), Mnunka and Oyagi (2020), Sonang and Sasi, (2021) who all found that MC has positive and significant impact on performance. This means that in the context of agribusinesses micro credit is critical in enhancing AGBP.

The hypothesis **H₀₂**: which states that EE has no significant impact on AGBP was rejected since the relationship between EE and impact on AGBP was found to be positive and significant at ($\beta = 0.446$, t-statistics= 8.041, p-value <0.05 i.e. 0.00). This finding is consistent with those of Kanaan-Jebna, Alabdullah, Ahmed, and Ayyasamy, (2022) and Peterman and Kennedy, (2017). This means that EE is necessary based on the finding of this study to enhance AGBP. Therefore agribusiness owners/managers in Benue and Nigeria in general should endeavor to invest entrepreneurship training and skills acquisition since they have the potency to enhance their agribusiness

The **H₀₃**: which states that EO has no significant impact on AGBP was failed to be rejected (accepted) since EE has insignificant impact on AGBP It was insignificant at ($\beta = 0.025$, t-statistics= 0.467, p-value >0.05 i.e. 0.641). Thus an increase in EO will lead to no increase AGBP. This finding is consistent with those of Branch and McGivern, (2014); Renko, Brännback, and Carsrud, (2009); Rochdi, Muhammad and Khatijah (2017) ; Slater and Narver, (2000) who all found that EO insignificant impact on performance his means that EO in terms of innovativeness, proactiveness, risk-taking have not enhance the competitive advantage which would have led to enhance AGBP. Their studies showed that EO has either negative or insignificant effect on performance.

Table 4 Effect size and Predictive Relevance

Construct	F2	Effect size	R Square (R ²)	Q ²
Microcredit	0.157	Medium		
Entrepreneurship Education	0.265	Medium	0.492	0.543
Entrepreneurial Orientation	0.001	High		

In the Table above, the effect size of MC which is 0.157 (15.7%), has medium effect on AGBP. Also EE which is 0.265 (26.5%) has a medium effect on AGBP. While, the effect size of EO which is 0.001 (0.1%) has no effect on AGBP. The R Square value of 0.492 indicates that 49.2 percent variation of the dependent AGBP is explained by the independent variables (MC, EO and EE). The statistical significance of the model is represented by Q² which is above 0 (i.e. 0.338), shows that the model is relevant in explaining the relationship that exists between MC, EE and EO and AGBP.

5.0 Conclusion and Recommendation

The study examined the impact of Microcredit, EE and EO on AGBP in four local government areas of Zone B in Benue State. The result shows MC on AGBP has positive and significant. This is because improvement of microcredit is expected to lead to a corresponding increase in agribusiness firm performance since finance is a crucial for agribusinesses. Finance is use for the acquisition of inputs like fertilizers, seedlings and improved species/breed of animals. The result shows EE on AGBP is positive and significant. By improving EE agribusiness performance will increase. On the contrary, the study found that EO has positive but insignificant on AGBP.

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Based on the findings, the study therefore recommends that agribusiness owners/managers should utilize the credits available for business funding judiciously to enhance quality of product and operational efficiency which boosts profit margin and sales turnover and improve performance and ultimately a contribution to sustainable economic growth and development. Also small scale agribusiness should continuously acquire new entrepreneurial skills or training as this will equip them with the necessary entrepreneurial skills and competencies that will enable them improved their entrepreneurial skills and knowledge to success, This study suggests therefore that future studies can use Technology as a moderating variable in the model since, technology is necessary for all businesses especially those in the informal sector but particularly the agricultural sub-sector. For instance, best management practices, new disease resistant hybrids, reduced pesticide use, biological pest control etc have great potentials to enhance agricultural productivity (Rehman, Jingdong, Khatoon and Hussain, 2016). This is believed may change the direction for the of EO effect on agribusiness performance.

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Mediating Role of Work Centrality on the Perceived Influence of Organisational Justice on Psychological Detachment among Employees in Ekiti State, Nigeria

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ABSTRACT

The research work was carried out to explore the mediating role of work centrality on the perceived influence of organisational justice on psychological detachment. A total number of five hundred and twenty (520) workers from 3 different sectors participated in the study. Three Psychological instruments were used; they comprises of Recovery Experience Scale Organisational Justice Scale and Work Centrality scale. Six hypotheses were developed and tested using independent t-test and regression statistics. The result showed a significant influence of organisational justice on psychological detachment, a significant influence of procedural justice on psychological detachment, as well as an interactional influence justice on psychological detachment; there is no significant effect of distributive justice on psychological detachment.. Findings also revealed that work centrality significantly mediate the influence of organisational justice on psychological detachment. Gender influences were found on organisational justice and work centrality but there is no significant effect of gender difference on psychological detachment. The result was conversed in line with relevant literature and recommendations were subsequently made based on the findings.

Keywords: Work Centrality, Organisational Justice, Psychological Detachment, Employees, Ekiti State

Introduction

Human Resources are considered as most potent and vital resources of an organisation to make it a thriving, it can be considered to be the most essential in an organisation. All other essential resources, natural resources etc. are said to be dependent on talented and capable human resources for their optimal utilization. Every employee wants a decent working environment, in terms of reasonable pay, procedures used in determining rewards, distribution of rewards, interaction with supervisors to make them more satisfied and committed to their work and organisation. When employees are treated fairly in an organisation, they feel the need to respond to the organisation in form of constructive behaviours.



Citation:

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Al-Zu'bi, (2010) said an employee who have a sense of fairness and feel that they are rewarded fairly for their genuine contributions to the organisation are satisfied with the organisation and tend to reciprocate the effort of the organisation by putting in their very best for the organisation. The reward mostly comprises of multiple benefits other than financial gains. Employees with high job satisfaction tend to utilize higher levels of enactment, productivity, commitment and retention rates. Naturally, human beings love pleasure and always want to get involved in what will bring them pleasure. This is also applicable on job situations because when an individual's work is pleasurable, probably the individual will dedicate more of his time to that work but when it is otherwise, it may bring about dampening the interest of the individual in that kind of work because the work situation is not pleasurable. Losing interest in what someone is doing will not allow that individual to give in his/her best to the work and the organisation.

Psychological Detachment

In the old-style working arrangements, most individuals not working at home had the opportunity to detach or disengage themselves from work during off-job time. They physically leave their working place and go home or to other places where they spend their evening hours or weekends. However, nowadays, being physically away from the working place does not necessarily imply leaving one's work behind in psychological terms. In contemporary work contexts, individuals have to focus on getting their work done, irrespective of the location at which they complete their responsibilities. For example, while at home, individuals may have to complete additional job-related tasks such as reading reports or preparing material for the next working day. In addition, when not purposely completing job-related tasks, individuals may continue to think about their jobs, ruminate about job-related problems, or reflect about impending chances. When staying psychologically attached to jobs during evening hours, individuals are said not to detach from their work. Etzion, Eden, &Lapidot (1998) introduced the term sense of detachment describing it as "the individual's sense of being absent from the work situation". Detachment implies not being occupied by work-related duties. For example, when detached from work, an individual will not receive job-related phone calls at home and will abstain from job-related activities.

In addition, when an individual get detached psychologically from work, such persons stop thinking about job-related problems or opportunities. Psychological detachment implies a distraction from job-related thoughts. For psychological detachment to occur it is not necessary for one to change location by leaving the working place; one must also stop thinking about issues related to work.

According to Sonnentag & Bayer (2005) Psychological detachment from work denotes to a state of mind during non-work time characterized by the absence of job-related activities and thoughts. It implies distancing oneself from the job not only in a physical, but also in a psychological or mental sense. Psychological detachment occurs when the individual is not occupied with work-related thoughts, tasks or emotions, but instead, disengages physically and psychologically from work.

During the past decades, researchers (Sonnentag& Bayer 2005, De Lange, De Witte, &Notelaers, 2008) have increasingly considered psychological detachment from the positive perspective in an organisation. It is said that detachment from work will enhance relaxation which will bring about refreshing the employee for the tasks ahead or to be ready physically and psychologically for the next day's work.



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However, this research work considered psychological detachment from a negative aspect, that is, negative conditions that warrant employees being detached from work. This detachment makes employee not to have anything to do with his/her work. It doesn't give the employee the refreshing thought or cleared mind to prepare for work the next day but it just about not willing to get involved in any work related issues because of the negative circumstances in the organisation. When employees perceive unfairness from their organisations, when promotions are not coming as at when due, when salaries are being delayed, when favouritism are shown to some employees within an organisations, when the procedure of the organisations is not been fair, when employees are not treated properly in an organisations, employees may lose interest in their job and once there is no interest in the job, they detach psychologically from the job. The moment the employee perceives that organisation is not keeping up with their agreement in terms of their contract, it may results in employees' detachment from work, not because of the stress of the job, not because of the challenges of the job or to refresh him/herself for the task ahead or for the work for the next day, but because there is a perceived unfair treatment from the organisation. The situation keeps the organisation on a slow pace to function effectively and efficiently in the environment.

Organisational Justice

Organisational justice denotes the extent to which employees perceive outcomes, procedures and interpersonal relationship in an organisation to be fair. The concept of perception of fairness in an organisation is an imperative concept for employees because it affects their attitudes and behaviours which in turn lead to positive or negative employee satisfaction and performance. An unfair perception leads to dissatisfaction with outcomes or rewards. An employee exerts less effort on the job and ultimately part with the organisation when unfair treatment is perceived. (Mowday, 1987).

As organisational justice is a useful concept, it covers everything from system of payment to treatment by one's boss. Researchers of Organisational behaviour identified three types of organisational justice, which are distributive justice, procedural justice and interpersonal justice which are further divided into interactional and informational justice (Colquitt 2005, Greenberg, & Zapata-Phelan, 2005).

According to Cropanzano, Rupp, Mohler and Schminke (2001), individuals along with the economic importance of outcomes, also consider their socio-emotional value. The socio-emotional value focuses on the quality of the relationships among people, containing aspects of status and dignity. Bies&Moag (1986) came up with the concept interactional justice, which refers to the treatment that an employee receives in terms of explanations for decisions and the information with compassion and respect.

Procedural justice is the idea of fairness in the processes that resolve disagreements and give resources to people. Justice is considered as a key concern in our everyday life, in issues related to work and home especially when decisions are made regarding resources that are limited. It deals with the aspect of whether procedure to justice in an organisation is being followed adequately and in fairness to the employees. Its concerns with the how transparent the processes by which decisions are made, and may be contrasted with distributive justice (fairness in the distribution of rights or resources), and retributive justice (fairness in the punishment of wrongs). Hearing all parties before a decision is made is one step which would be considered appropriate to be taken in order that a process may then be characterized as procedurally fair. Some theories on procedural justice embrace fair procedure that leads to



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equitable outcomes, even if the requirements of distributive or restorative justice are not met. It has been proposed that the outcome of the higher quality interpersonal interactions often found in the procedural justice process, which has shown to be stronger in affecting the perception of fairness during conflict resolution.

Distributive justice affects performance when efficiency and productivity are involved (Cohen-Charash & Spector, 2001). Improving perceptions of justice increases performance (Karriker & Williams, 2009). Organisational citizenship behaviours (OCBs) are employee actions in support of the organisation that are outside the scope of their job description. Such behaviours depend on the degree to which an organisation is perceived to inculcate distributive justice (Cohen-Charash & Spector, 2001; Karriker & Williams, 2009). Interpersonal justice, a subcomponent of organisational justice, has come to be seen as consisting of two specific types of interactional treatment (e.g. Greenberg, 1993). The first labelled interactional justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes. The second, labelled informational justice, focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion where more adequacy of explanation is prevalent, the perceived level of informational justice is higher. (Sam Fricchione 2006).

Work Centrality

According to Paullay, Alliger and Romero (1994) work centrality is the belief that individuals have, with regard to the degree of importance that work plays in their lives. It is a general belief about the value of working in one's life. It is also a belief in work, for work sake and the importance of work (Miller, Woehr and Hudspeth 2001). In organisational work setting, the attitude a worker exhibit depends on the value the person placed on that work and this will determine their input to the organisation and the result of the output they get. A worker who does not value their work will not be able to take risk for the organisation and most times, it can also lead to inefficiency in the work place. People with high work centrality report to work even when they are eligible for retirement and would continue to work, even if their financial situation would allow them to live comfortably without working (Arvey, Harpaz and Liao, 2004, Miller, Woehr and Hudspeth 2001). Researchers in their bid to understand the determinants of work ethics, have discussed various suspected environmental antecedents of work centrality, which include the following: Age, Education, occupation, seniority, job reward and employment status. Apart from the above antecedents, there are other factors that are likely to impact on goals and accomplishments by influencing emotional reaction, personal choice and motive.

Work centrality is said to be a normative belief about the value and importance of work in the formation of one's life (Kanungo 1982). People who consider work a central life interest are certain that it is the most important part of life; it is something to be engaged in for its own sake (Hattrup 2007). Work centrality motivates the worker to engage deeper in their work and to make use of their knowledge and skills for a worthy production. This, in turn, benefits their organisation (Uçanok 2011). An international research project carried out in the 1980s (Meaning of Work: MOW 1987) constituted an important cornerstone of our understanding the centrality of work.

Work centrality has been shown to have an important influence on the development of organisational commitment (Mannheim 1984). According to Mannheim, Baruch, and Tal



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(1997), organisational commitment, in its affective aspect, is an outcome of work centrality. Mannheim (1997) has assumed that work centrality provides an impetus to the individual in the form of commitment. Studies that devised work centrality as a predictor of organisational commitment have found significant positive results (Mannheim. 1997; Kuchinke/ Kang/Oh 2008; De Stefano 2012). Work centrality has been conceptualised as the positive antipode of work alienation (Bal/Kooji 2011). The latter has been identified as a construct inversely capturing psychological engagement (Hirschfield/Feld 2000) and as potentially having a negative impact on work commitment. Work centrality, rather than containing elements of psychological engagement, represents a judgment representing the relative importance of work to an individual's life. Thus, it is a function of the relative value placed on work and has the potential to influence work related attitudes and behaviours. Individuals who place greater importance on work are inclined to experience positive work outcomes, such as organisational commitment and organisational citizenship behaviours (Uçanok/Karabati 2013).

Hypotheses

1. There will be a significant effect of organisational justice on the psychological detachment of employee in an organization.
2. There is going to be a significant effect of procedural justice on psychological detachment of employee in an organization.
3. There will be a significant influence of distributive justice on psychological detachment.
4. There will be a significant influence of interactional justice on psychological detachment
5. Work centrality will significantly mediate the effect of organisational justice on psychological detachment.
6. There will be a significant gender difference in the perception of organisational justice, psychological detachment and work centrality.

Method

Participants

A total number of 520 participants were purposively selected from 3 different sector of the civil service in Ekiti-State. They are selected from the Ministry of Finance, Ekiti State secretariat Ado-Ekiti, Ekiti State Teaching Hospital, Ado-Ekiti and Nigerian Police Force, Ado-Ekiti. Three different organisations with different settings were chosen for better insight. Ministry of Finance and Ekiti State teaching hospital were chosen because they are facing financial issue their organisation in terms of salary delay and deductions while Nigerian police was chosen because of the challenges of their job in their offices and on the field. A total number of 182 (93 males and 89 females) participated from the Ministry of Finance Ekiti-State Secretariat Ado-Ekiti, 175 (89 males and 86 females) from Ekiti-State Teaching Hospital, Ado-Ekiti and 163 (87 males and 76 females) from Police Headquarters, Iyin road, Ado-Ekiti. 51.73% of the participants were male while 48.27% of the participants were female (269 males and 251 females) ranging from the age of 23 years to 65 years. Research participant were approached separately and given questionnaire containing four subdivisions. Section A contains the demographic information like sex, age, marital status e.t.c. Section B contains the psychological detachment scale, and Section C, organisational justice scale and Section D contain the work centrality scale.

Research Design:



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Factorial design was adopted for this study. The design made it conceivable to test for the individual and interaction effects of the identified independent variables on the dependent variable.

Measures

Psychological detachment was measured using Recovery Experience Questionnaire Scale developed by Sonnentag and Fritz's. The REQ (Sonnentag & Fritz, 2007) which has four subscales, namely detachment from work, relaxation, mastery, and control. And it's on a 5-point Likert scale (1 = totally disagree, 5 = totally agree). Sample items includes; "I forgot about work during my off-job time". The internal consistency (Cronbach's alpha) for psychological detachment from work subscale varied from .88 to .95, for relaxation from .90 to .95, for mastery from .88 to .91, and for control from .87 to .93.

Organisational justice was measured using Organisational Justice Scale developed by Colquitt (2001). The scale consists of four dimensions, namely procedural justice, distributive justice, interpersonal justice and informational justice. This is based on Colquitt's four-dimensional measure that includes: Distributive Justice (four items), Procedural Justice (seven items), Interactional Justice (four items), and Informational Justice (five items). The subscales obtained reliability indices for Distributive Justice, Procedural Justice, Interactional Justice, and Informational Justice, respectively in the field samples of these study: .61, .71, .29, .68 (Colquitt, 2001). All outcome was measured with 5-point Likert scales with anchors of 1 = strongly disagree and 5 = strongly agree

Work centrality was measured with a shortened version of Work Centrality scale of Hirschfeld and Feild (2000). The scale accessed the cognitive belief of individual respondents regarding the degree of importance the work plays in their lives. All outcome measures was measured with 5-point Likert scales with anchors of 1 = strongly disagree and 5 = strongly agree. The scale obtain reliability indices of .76

Procedure

When the data was to be collected, the researcher seeks permission from the appropriate authority which was granted. The questionnaires were given to participants from each of the organisation. Access was granted to meet with the workers in their different offices and the researcher personally administered the questionnaire to them and encouraged them to complete the questionnaire. The workers were encouraged to respond as honest as possible and they were assured on utmost confidentiality of their responses. A total of 600 copies of questionnaire were administered, only five hundred and thirty seven were recovered and five hundred and twenty were found. Data collection took approximately 4 months.

Statistical Analysis

Regression was used to analyse hypothesis 1 and 5 because the independent variable (Organisational Justice) has four subscales and also, because of the mediating variable that the researcher wants to measure for the hypothesis 5. Hypotheses 2, 3, 4 and 6 were analysed using independent t-test to be sure of its detailed influence on dependent variable (Psychological Detachment) and the dependent variable is on interval scale of measurement

Result

Hypothesis one: states that there will be a significant effect of organisational justice on psychological detachment was tested using regression. The result is shown in the table below.

Table 1: Regression summary table showing the influence of organisational justice on psychological detachment

Model	B	T	R	R ²	F	P
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Distributive Justice	.025	.146	310 ^a	.096	13.636	<.01
Procedural Justice	.248	2.846				
Informational Justice	-.085	-.631				
Interactional Justice	.691	5.601				

Table 1 shows that there is a significant effect of organisational justice on psychological detachment. ($F(4, 514) = 13.636$ $P < .05$). Hypothesis supported.

Hypothesis two which states that there will be a significant influence of procedural justice on psychological detachment was tested with independent t-test. The result is presented in the table below.

Table 2: using independent t- test, here is the summary of the table showing the effect of procedural justice on psychological detachment of employee in organization.

	procedural justice	N	Mean	Std. Deviation	Std. Error Mean	df	t	P
Psychological detachment	Low	209	48.69	12.302	.853	518	1.397	<.05
	High	311	50.02	9.368	.531			

Table 2 reveals that there is a significant effect of procedural justice on psychological detachment. ($t(518) = 1.397$ $P < .05$). Using mean score, the result reveals that individual high in experiencing procedural justice ($N = 311$, Mean = 50.02, SD = 9.368) tends to experience psychological detachment than those with low procedural justice ($N = 209$, Mean = 48.69, SD = 12.302).

Hypothesis three: indicates that there will be a significant effect of distributive justice on psychological detachment was tested using independent t-test.

Table 3: Independent t- test summary table showing the influence of distributive justice on psychological detachment

	Distributive justice	N	Mean	Std. Deviation	Std. Error Mean	df	t	P
Psychological detachment	Low	245	51.12	10.600	.680	518	3.146	>.05
	High	275	47.95	10.440	.630			

Table 3 reveals that there is no significant influence of distributive justice on psychological detachment ($t(518) = 3.146$, $P > .05$). Nonetheless, comparison of the mean score reveals that individuals which are low in the experience of distributive justice ($N = 245$, Mean = 51.12, SD = 10.600) tends to be little more detached psychologically than those with high distributive justice ($N = 275$, Mean = 47.95 SD = 10.440).

Hypothesis four which states that there will be a significant influence of interactional justice on psychological detachment was tested using independent t-test.

Table 4: Independent t- test summary table showing the influence of interactional justice on psychological detachment



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	Interactional justice	N	Mean	Std. Deviation	Std. Error Mean	df	t	P
Psychological detachment	Low	275	49.90	10.726	.647	518	.930	<.05
	High	245	49.03	10.548	.674			

Table 4 reveals that there is a significant influence of interactional justice on psychological detachment. ($t(518) = -.930$ $P < .05$). Hypothesis confirmed. It can also be pressed further from the comparison of mean scores that individuals with high interactional justice ($N = 245$, Mean = 49.03, SD = 10.548) tends to be more detached psychologically than those with low interactional justice ($N = 275$, Mean = 49.90, SD = 10.726).

Hypothesis five which states that work centrality will significantly mediate the effect of organisational justice on psychological detachment.

Table 5: Regression summary table showing the influence of work centrality and organisational justice on psychological detachment

Model	B	T	R	R ²	F	P
Distributive Justice	-.001	.024	.359 ^a	.129	15.161	<.01
Procedural Justice	.115	2.490				
Informational Justice	.195	4.394				
Interactional Justice	-.097	-1.705				
Work Centrality	.282	5.904				

Table 5 shows that work centrality significantly mediate the effect of organisational justice on psychological detachment ($F(5, 514) = 15.161$ $P < .01$).

Hypothesis six which states that there will be a significant gender difference in the perception of organisational justice, psychological detachment and work centrality was tested using independent t-test.

Table 6: Independent t-test summary table showing the differences of sex in the perception of organisational justice, psychological detachment and work centrality

	Sex	N	Mean	Std. Deviation	Std. Error Mean	df	t	P
Psychological detachment	Male	269	48.86	10.150	.619	518	-1.415	>.05
	Female	251	50.18	11.123	.702			
Work centrality	Male	269	9.96	2.170	.132	518	2.161	<.05
	Female	251	9.48	2.877	.182			
Organisational justice	Male	269	70.0520	12.15621	.74118	518	2.140	<.01
	Female	251	64.9243	12.47871	.78765			

Table 6 shows that there is a significant gender difference in the perception of organisational justice ($t(518) = 2.140$ $p < .01$). Male are higher in the perception of organisational justice than there female counterpart from their mean score (Male = 70.0520, Female = 64.9243). Also, the table reveals that there is no significant difference in perception of psychological detachment by both genders. ($t(518) = -1.415$ $P > .05$). Moreover, the table reveals that there is a significant difference of gender in the perception of work centrality ($t(518) = 2.161$ $P < .05$). The mean score shows that male has higher perception about work centrality than there female counterpart. (Male = 9.96, Female = 9.48)



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Discussion

As pointed out before, this study examined the mediating role of work centrality on the perceived influence of organizational justice and psychological detachment among employees in Ekiti State, Nigeria.

The study postulated six hypotheses in the mediating role of work centrality on the perceived influence of organizational justice and psychological detachment among employees in Ekiti State, Nigeria. The first hypothesis stated that there will be a significant influence of organisational justice on psychological detachment and the result reveals that there is a significant influence of organisational justice on psychological detachment. The result shows that the employee detached from work because they felt that the organisational justice of the organisation has not been fulfilling its obligations concerning the employees. It shows that the employee felt that the organisation has not been fair in terms of organisational justice in the organisation and this allows the employee to detach from work because the situation within the organisation is not encouraging enough for the employee to be committed and not to detach from their work. It means that if employee finds the organisation fair in terms of the organisational justice, they will not detach from their work.

An organisational justice refers to the extent of which employees perceive outcomes, procedures and interactions of an organisation to be fair. This hypothesis was supported with the work of RabiaAslam, SadafShumaila, ShamaSadaqat, Hira Bilal, MehwishIntizar (2010) that shows a positive correlation between organisational justice and job satisfaction. In their study they found out that once the organisation is being fair in terms of distributive, procedure, interaction, the employee exhibit job satisfaction which leads to commitment and giving in their best to the organisation. Also, Olowodunoye (2015) tested if organisational justice had a significant positive relationship with knowledge sharing behaviour and it was confirmed from the result obtained from the study that organisational justice had a significant positive relationship with knowledge which implies that the higher the level of perception of organisational justice, the higher the commitment to knowledge sharing behaviour. It shows that the more the employee perceived their organisation of being fair to them, the more they will not detach from their work, stay committed and be ready to give their best to the organisation.

The second hypothesis stated that there will be a significant influence of procedural justice on psychological detachment and the result shows that there is a significant influence of procedural justice on psychological detachment. The result shows that the employee detached from their work because they felt that the organisation has not fulfilled their part of the agreement concerning procedural justice. This brings about the fact that if there is a proper procedure in an organisation and the procedure is being followed in the way of remuneration within an organisation, workers having their own say in making decision in the organisation and also been involved in the process of policy making in the organisation, workers will always work to the best of their ability so as to give the organisation the best result from their workforce and to make the organisation produce their good and services effectively and efficiently. It allows workers to work for the organisation even when they are not on the job or during working hours. They will make sure the work of the day is done before they can rest even at the expense of doing the work after work hour. There will be no lacklustre behaviour on the job provided the procedure agreed upon is duly followed and taken to cognisance.



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Procedural justice concerns employees' perceptions of the fairness of their organisations' procedures. Procedures are considered fair to the extent that they allow employees to give voice to their positions before a decision is made (Thibault & Walker, 1975); prevent bias; result in consistent outcomes; use accurate information; are correctable after decisions are made; take into consideration the concerns of everyone affected by a decision; and reflect prevailing moral and ethical standards (Leventhal, 1980). From the work of Douglas Flint, (2013), Procedural justice has shown significant linkages to organisational outcomes such as satisfaction, organisational commitment. Procedural justice enhances the commitment of employee within an organisation and also their effectiveness. Perceptions of monitoring procedures have a significant effect on organisational commitment (Douglas Flint, Lynn M. Haley and Jeffrey J. McNally, 2013). Also, in their work of diagnostic measure for procedural justice further support this hypothesis that perception of procedural justice enhances the commitment of an employee in an organisation. Also, a study by (ArtiBakhshi, Kuldeep Kumar, Ekta Rani, 2009) support this hypothesis that procedural justice influence psychological detachment. Procedural justice positively correlates with Organisation commitment. By this affirmation, it is said that procedural justice influences psychological detachment in the sense that the perception of procedural justice gives employees the right attitude to work even as off time duty and also during vacation so as to get the best for the organisation and to get the right elevation and effectiveness for the organisations as well.

The third hypothesis stated that there will be a significant influence of distributive justice on psychological detachment and the result of this study go against the hypothesis. Perceptions of an unfair distribution of work rewards relative to work inputs create tension within an individual and the individual is motivated to resolve the tension (Adams, 1963). This simply shows that civil servant in Ekiti did not detach from work because they felt that distributive justice in the organisation is being upheld. This talks about the fact that with the perception of distributive justice in their organisation, this shows that distributive justice is not the cause of the workers been detached from work. There is this perception that the organisation is been fair to them in terms of distributing the rewards according to their input to the organisation. Distributive justice concerns the nature of a socially just allocation of goods in an organisation. The concept includes the available quantities of goods, the process by which goods are to be distributed, and the resulting allocation of the goods to the members of the organisation. It is supported by the work of (Kamran Iqbal, 2014) which state that distributive justice do not have significant impact on job satisfaction. In this study, it shows that distributive justice does not influence psychological detachment of employees in Ekiti-state. Based on the result of this study, perception of a fair distribution of work is adequate and upheld. It encourages them to work effectively because distributive justice within the organisation is being followed as agreed upon by the organisation and the employees.

The fourth hypothesis stated that there will be a significant influence of interactional justice on psychological detachment and from the result, there is a significant influence of interactional justice on psychological detachment. This shows that the way the organisation respects the dignity and politely addressed the employees goes a long way in which the employee will not detach from work. This makes the employee to detach from because the perception of interactional justice is being truncated. Interactional justice has come to be seen as consisting of two specific types of interpersonal treatment (e.g., Greenberg, 1990, 1993). The first, labelled interpersonal justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing



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procedures or determining outcomes. The second, labelled informational justice, focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. Having this understanding about the organisation, it enhances job production by which employee work for the organisation even at off job time or during vacation. How the organisation disseminate information within the organisation is being fair to the employee whereby it makes employee to be more dedicated to their job and to work tirelessly to achieve the best for the organisation and the best for themselves. Empirical research on informational justice and stress-related concerns is sparse. It seems reasonable to expect, however, that individuals' self-evaluations and self-worth would benefit when organisational agents engage in open, trustworthy, and honest communication (Colquitt, 2001). A lack of informational justice may, in turn, diminish individuals' trust in management and thus lower their self-esteem (Colquitt, 2001); further, informational injustice may evoke perceptions of ambiguity among targets because they lack sufficient information about how resources are being allocated (Cropanzano, 2007). This was supported with the work of Marzieh Heidari, Saeed Rajaeepoor, Sayyed Mohammad Reza Davoodi and Nima Bozorgzadeh (2012) that interactional justice has a significant relationship with organisational citizenship behaviour. This shows that organisations has to take the perception of interactional justice as serious as possible so as to allow their employee have an idea of how information is been passed and manage in the organisation and the relationship between the superior and the subordinate within the organisation should be as cordial and respectful as possible so as not to let the employee detach from their work due to such negative factors.

The fifth hypothesis stated that work centrality will significantly mediate the influence of organisational justice on psychological detachment and from the result gotten from the study; it shows that work centrality significantly mediate the effect of organisational justice on work centrality. It shows that despite the fact that the employees are not comfortable with the state job in the organisation, they are still committed to their work. They still go extra mile to do the work because of the importance they placed of their job. According to Paullay, Alliger and Romero (1994) work centrality is the belief that individuals have, with regard to the degree of importance that work plays in their lives. It is a general belief about the value of working in one's life. It is also a belief in work for work sake and the important of work (Miller, Woehr and Hudspeth 2001).

The sixth hypothesis stated that there will be a significant gender difference in perception of Organisational justice, psychological detachment and work centrality. From the result of the study, there is a significant gender difference in the perception of organisational justice and work centrality while there is no significant gender difference in the perception of psychological detachment. This result made us to understand that the way male perceive organisational justice is different from the way female perceived, this isn't supported with other some studies that has been carried out on the perception of organisational justice by gender. Al-Zu'bi(2010) found out there is no significant relationship between gender and of respondents and their perceptions of organisational justice. Also, (Alsalem&Alhaiani, 2007) get to know from their study that there is no significant sex perception on organisational justice.

Also, woman may be faced with male dominated work environment and thus find themselves in less satisfying and financially rewarding job (Gould & Werbel, 1983). However, some studies found women responding high level of work centrality than men. Unlike the



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work of Oguegbe, Okeke, Akune, Ogochukwu (2014) where they tested if there will be a significant between male and female on work centrality. From their study, there is no significant difference between male and female in the perception of work centrality. This study also lets us to know that there is no significant difference in the male and female perceived psychological detachment. This was supported the study of Owolabi 2015 that there is no significant sex difference was observed in work locus of control and workplace bullying.

Conclusion

Results of this study, shows that for employees to be committed to their work and not to detach from their work in the organisation, organisational justice must prevail. Through this fact, employee will be able to commit themselves to the organisation by given their best and not to detach from their work psychologically.

Procedural justice must be intact in the organisation. By this, the workers will put in their best on the job even when they are not on the job or during the working hours. Basically, procedural justice stands a motivating factor in an organisation in other not to allow employees to be detached from their work. From the result of this study, it shows that workers detached from work due to the fact that they felt the procedure been used in the organisation is been truncated.

Also, it is known that the awareness of distributive justice in organisation does not bring about workers been detached from work because the fact remains that the workers know that distributive justice is intact in the organisation and this made them not detach from work

In this study also, it's evident also that through the fact in this study that the organisation failed the face of interactional justice and in this respect, the employees are not giving in their best to their work in the organisation. This shows that respect is reciprocal within an organisation and the way an organisation is been set up in term of hierarchy go a long way in the way the employee will have to put in their best for the organisation. The relationship between the superior and the subordinate, how information is been passed, used and managed in the organisational and even the convenience in the organisation is very important. A condusive environment is also important.

In the perception of organisational justice not being fair to the employee, work centrality mediates the influence of organisational justice on psychological detachment. It shows that even in the face of the organisation not be fair in terms of justice, employee are committed to their work and are using even their leisure time to work for their different organisation.

Finally, it shows that in those organisations, both male and female have different perception about organisational justice and work centrality; but perceived psychological detachment is the same way. This shows that the male take cognisance of organisational justice and work centrality more than the females. Females should be encouraged not to take back sit and be contented with anything that comes there way. They should be able to stand up for their right.

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