



**DEPARTMENT OF MANAGEMENT
FACULTY OF BUSINESS ADMINISTRATION
UNIVERSITY OF NIGERIA, NSUKKA
ENUGU CAMPUS**

**1st International Conference on
Management and Indigenous
Entrepreneurship**

5th - 6th July 2023

**BOOK
of
ABSTRACTS**



First International Conference on Management and Indigenous Entrepreneurship

5th – 6th July, 2023

**Theme: *Driving Economic Growth through Sustainable Business Models:
Exploring new Frontiers and their Dynamics***



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BOOK OF ABSTRACTS

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Driving Economic Growth through Sustainable Business Models: Exploring New Frontiers and their Dynamics

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Title of Paper:

The Nexus between Brain Drain, Brain Gain, Brain Circulation, and the Socio-Economic Development of Africa with Special Emphasis on Nigeria

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Preface

Contemporary business organisations are inundated with varieties of problems. Fundamentally, these problems threaten the survival and growth of business organisations. However, proactive business owners and practitioners have ways of identifying these problems and providing appropriate solutions accordingly. Consequently, the 1st International Conference on Management and Indigenous Entrepreneurship was conceptualised to seek ways of providing solutions to problems facing indigenous entrepreneurial ventures and start-ups.

The main theme of the Conference, *Driving Economic Growth through Sustainable Business Models: Exploring New Frontiers and their Dynamics*, was painstakingly selected with a view to searching for and providing sustainable solutions to diverse business problems among indigenous entrepreneurs, especially start-ups. Inadvertently, creating sustainable business models remains a top priority for many entrepreneurs. Thus, sustainable business models, which incorporate organisational plans and strategies for profit maximisation, protection of people and the environment, have four basic elements: commercially profitable, succeed into the future, uses resources it can utilise for the long term and gives back to the community. Due to their importance, many of the conference papers empirically validated these principles, concepts, and theories and also highlighted how they facilitate economic growth.

Specifically, the authors extensively presented and discussed the meanings, importance and applications of succession management, lean practices and innovative business models, employee green behaviours, adoption and mainstreaming of the Igbo Apprenticeship Model, brain drain to brain gain, and how they intricately relate to the sustainable performance of indigenous entrepreneurship. The Conference's adoption of indigenous entrepreneurship as its focal emphasis stems from the fact that indigenous entrepreneurs with their businesses are drivers of social innovation because they are often rooted in family, social values and social networks, which significantly contribute to the creation of employment opportunities and business promotions as well as other benefits to the national economy. Thus, it is our profound belief that this conference will be of immense benefit to all the participants and the academia.

We highly appreciate the keynote speaker, lead paper presenter, and numerous authors for their contributions. And to you, the reader, we wish you a fulfilling moment and hope that you find the papers scholarly, engaging and rewarding.



Dr Benjamin I. Chukwu
Chairman,
Local Organising Committee



Prof Emmanuel K. Agbaeze
Director of Conference/
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Firm Attributes and Real Activity Manipulation among Public Industrial Companies in Nigeria

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Evidence has shown that real activity manipulation (RAM) is an endemic problem present in both developing and developed countries. Most importantly, the influence of corporate attributes on RAM cannot be over-emphasized. Therefore, this study evaluated the effect of corporate attributes on RAM. The study employed an ex-post facto research design, collecting published facts and figures from the financial statements of 56 purposively selected Nigerian public non-financial companies (NFC). The published data obtained were subjected to panel data regression. The outcomes of this investigation showed thus: capital intensity exhibited increasing and cogent influence upon RAM of Nigerian public NFC (coefficient = 0.7919, t-value = 6.5300, and p-value < 0.05); company largeness influence on RAM of Nigerian public NFC was favourable but not cogent (coefficient = 0.0115, t-value = 0.5072, and p-value > 0.05); and profitability had decreasing and cogent influence upon RAM of Nigerian public NFC (coefficient = -0.8494, t-value = -5.0709, and p-value < 0.05). The study concluded that firm attributes systematically affected the RAM of the sampled firms in Nigeria. Therefore, the investigation advised that firms should manage their profitability and leverage so as to reduce pressure on retained earnings.

Keywords: Real activity manipulation; Capital intensity; Company largeness; Profitability

Artificial Intelligence and Blockchain: A New Technological Approach for Successful Survival of Entrepreneurship and Business Enterprises

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The purpose of the study is to examine the relationship between artificial intelligence and blockchain technology influencing the successful survival of business enterprises and entrepreneurship. This study adopted a survey research design involving both primary and secondary sources of data. A total of 50 employees of Kassy Blockchain and technology agency were chosen for the study using purposive sampling. The data were analysed using ordinary least squares to test the formulated hypotheses in line with the objectives. The findings showed a significant relationship between artificial intelligence and blockchain technology, ensuring the survival of business enterprises and entrepreneurship. The study recommends that blockchain and artificial intelligence should be adopted by entrepreneurs and business enterprises for the future sustainability of a business, governments should execute a policy on blockchain and artificial intelligence adoption by all business enterprises, and entrepreneurs should support an enabling policy environment for the combined technologies.

Keywords: Artificial intelligence; Block chain; Technology; Entrepreneurship; Survival

Entrepreneurship Education and Graduate Employment Rate in a Developing Economy

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This study examined the relationship between entrepreneurship education and the graduate employment rate in Nigeria. The survey design method was adopted, and descriptive statistics-based frequency tables were used in the study to provide information on the key variables. In order to actualize the key objective, primary data was collected through a self-administered questionnaire from a number of 222 respondents who were graduates of selected tertiary institutions in Enugu, Oyo and Plateau States, Nigeria. SPSS was employed to aid the data analysis, and the study found no significant effect of present entrepreneurship education on the graduate employment rate in Nigeria. Guided by this finding, the study recommended that there should be a purposive training of all lecturers and instructors on entrepreneurship education: lecturers should be recruited, trained and re-trained in the area of entrepreneurship education. Lecturers should be sponsored to attend local and international conferences to acquire more knowledge and effectively transfer entrepreneurial skills to the students.

Keywords: Entrepreneurial education; Job creation; Employment rate; Entrepreneurship skills

Economic Policies and Business Performance: A Study of Selected Small-Scale Businesses in Ikom, Cross River State, Nigeria

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This paper is centred on economic policy and business performance. The study rationale is to investigate the impact of interest rates and infrastructural policy on the performance of selected small-scale businesses in Ikom Cross River State, Nigeria. The study was anchored on Contingency and Business Growth Theory. The study adopted a survey research design. The target population is 158 registered small businesses operating in Ikom at the time of this study. The statistical formula devised by Smith (1984) was employed to determine the sample size at 47. A primary source of data was used for the study. Data was sourced through a structured questionnaire. The research instrument was validated through the use of content validity. Reliability test was conducted through the use of Cronbach Alpha. The chi-square statistical tool was employed to test the research hypotheses. The findings revealed that all the tested hypotheses (interest rate and infrastructure development policies) have a significant and positive relationship with business performance at $\chi^2 = 16.653$ and 17.295 ; $p < 0.001, 0.022$, respectively. The study concluded that it is imperative to know that the ultimate aim of any business organisation is to maximise profit; such an organisation must operate under peaceful and favourable economic policies. The study, therefore, recommended that the Government ensure that the interest rate charges by banks on loans obtained by small-scale businesses are minimal and also provide relevant social amenities such as roads and electricity to encourage a free flow of goods and services.

Keywords: Economic policy; Business performance; Interest rate

Work Stress, Job Burnout, and Self-Efficacy Among Lecturers: Investigating the Mediating Pathways

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This study examined the association between work stress, job burnout, and social intelligence among lecturers at Rivers State University and Ignatius Ajuru University of Education in Rivers State, Nigeria. The study adopted a cross-sectional survey design and involved the participation of 256 lecturers. The Maslach Burnout Inventory, the Occupational Stress Inventory, and the Social Intelligence Scale were used to collect data. The finding of the study revealed a significant positive correlation between work stress and job burnout among lecturers in universities. In addition, it was also observed that social intelligence has a significant mediating effect on the relationship between work stress and job burnout, with higher levels of social intelligence leading to lower levels of work stress and job burnout. These outcomes implied that social intelligence could serve as a buffer against the adverse effects of work stress and job burnout experienced by lecturers in the universities. The study contributes valuable insights into the specific challenges faced by lecturers in the Nigerian higher education sector. It emphasizes the importance of collaborative efforts among universities, lecturers, policymakers, and government agencies to address the issues of work stress and job burnout in this context.

Keywords: Work stress; Job burnout; Social intelligence

Impact of Employee Green Behaviour on Environmental Sustainability: A Literature Review

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Environmental sustainability has become of moral, ethical and strategic importance to various organisations and is arguable globally. Employees are more concerned, encouraged or instructed to act in an environmentally sustainable manner in alignment with the basic objectives. Therefore, organisational scholars have increasingly studied individual-level antecedents of employee pro-environmental or “green” behaviour (EGB). This paper aims to present the reviews of the literature on the impact of employees’ green behaviour on environmental sustainability. A thorough literature search in different scientific databases was employed to identify studies that examine green behaviour, mainly from 2019 to 2022. The review will give a holistic understanding of the concept of green behaviour for future researchers and aid in identifying the research gap. The findings show a direct positive relationship and impact between employee green behaviour and environmental sustainability. The five dimensions of EGB, i.e., working sustainability, conserving, avoiding harm, influencing others and taking the initiative, will serve as a driving force for integrating the organisational objectives in alignment with the environment to safe guide the future and interest.

Keywords: Environmental sustainability; Employee green behaviours; Green office

Apprenticeship Scheme: A Panacea to Boost the Performance of Business Owners in Abia State, Nigeria

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The study focused to examine apprenticeship scheme: a panacea to boost the performance of business owners in Abia State, Nigeria. The study sought to assess the impact of functional skills on the efficiency of business owners in Abia State, Nigeria and examine the impact of government roles on the apprenticeship schemes of business owners in Abia State, Nigeria. This research adopted a survey design. The primary data employed the use of questionnaire. The study targeted the apprentices of small and medium scale enterprise in Abia State, Nigeria. However, according to Abia State Trade and Investment, the total population of small businesses in Abia State is 3458. The study used simple random sampling technique to distribute 80 questionnaires to small business owners in Abia State. 72 copies were completed and returned. The study used regression analysis to test the hypotheses of the study. The study found out that there is a significant impact between functional skills on the efficiency of business owners in Abia State, Nigeria. The study found out that there is no significant impact between government roles on apprenticeship schemes of business owners in Abia State, Nigeria. The study recommended that government at all levels should engage the various stakeholders in this regard to address the issue of unemployment situation among youths and discuss ways of harnessing apprenticeship scheme to curb the challenges of apprenticeship in Nigeria.

Keywords: Apprenticeship schemes; Functional skills; Government roles; Business Performance

Effect of Industrial Relations Practice on Employee Job Satisfaction in Tertiary Institutions in Southeast Nigeria

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The study examined the effect of industrial relations practice on employee job satisfaction in Tertiary Institutions in Southeast Nigeria. Specifically, they sought to: ascertain the effect of employee participation in decision-making practice on employee punctuality in Tertiary Institutions in Southeast Nigeria; and evaluate the effect of employee reward practice on employee motivation in Tertiary Institutions in Southeast Nigeria. The research design was a descriptive survey method. The sample size of 399 respondents was drawn from a population of 5,603 academic staff of the selected tertiary institutions in Southeast Nigeria, namely; Abia State University Uturu, University of Nigeria Nsukka, Ebonyi State University Abakiliki, Imo State University and Nnamdi Azikiwe University Awka. The study used a structured questionnaire to obtain data. The study's research questions were answered using the mean score and standard deviation. The hypotheses were tested using single regression analysis. The empirical results revealed that employee participation in decision-making practice has a positive and significant effect on employee punctuality (t – statistics (9.826) > P – value (0.000); employee reward practice has a positive and significant effect on employee motivation in Tertiary Institutions in Southeast, Nigeria (t – statistics (5.908) > P – value (0.000). The study recommended that the governing council of Nigeria's tertiary institutions establish fair policies and practices that create equal opportunities and equal treatment to employees without bias, promoting a positive attitude towards the organisation and work among employees.

Keywords: Industrial relations; job satisfaction; participation; Reward system practices.

The Effect of Environmental Problems on Successful Logistics and Supply Chain Management in Entrepreneurship Businesses in Nigeria

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The study examined the effects of environmental problems on successful logistics and supply chain management on entrepreneurship and business enterprises in Nigeria using cargo zeal logistics limited, GIG logistics and Zenith-Carex logistics and supply chain management companies in Lagos, Nigeria. The study adopted survey research involving primary and secondary data sources with purposive sampling to select the respondents. The theory used for the study were agency theory, contingency theory, and transactional theory. A total of 150 employees of the three logistics and supply chain management companies were chosen and administered questionnaires out of which 123 questionnaires were correctly filled and returned. The study employed the use of descriptive and inferential statistics of Levenes and t-test to test the hypotheses. The study findings revealed that, there is significant relationship between environmental problems and logistics and supply chain management for successful entrepreneurship and business enterprises in Nigeria .The study concluded that, all entrepreneurs and business enterprises in logistics and supply chain management must develop environmental friendly operations and uphold sustainability practices on the environment of their operations .The study recommended that ,logistics and supply chain companies must improve and be more efficient using fuel, sustainable green logistics and supply chain practices must be through clean vehicles ,more awareness should be created globally on sustainable development through green logistics and supply chain management, entrepreneurs and business enterprises should increase their recycling and re-use of products packages.

Keywords: Entrepreneurship; Business; Supply chain; Logistic; Nigeria

Effect of Innovation on the Performance of Small and Medium-Sized Enterprises in Nasarawa State of Nigeria

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Abstract

Innovation is a process of creating and implementing new ideas, products, services, or processes that bring about significant improvements or advancements in various fields. It plays a crucial role in driving economic growth, societal progress, and technological advancements. Innovation is also critical in enhancing performance among SMEs in Nasarawa state of Nigeria. The study examined the effect of innovation on SMEs' performance. Specifically, the study investigated the effect of innovation on customer satisfaction in Nasarawa state of Nigeria. The methodology adopted was the descriptive research design. The population of the study comprised of 2302 SMEs in Nasarawa state of Nigeria, and the study adopted the Taro Yamane sample size determination formula to arrive at a sample of 298 SMEs. Primary data was collected using a 5-point Likert scale structured questionnaire. The study employed the Partial Least Square Structural Equation Modeling (PLS-SEM) to model the regression analysis. The finding of this study revealed that innovation has a positive and significant effect on customer satisfaction as a non-financial proxy for SMEs' performance in Nasarawa state of Nigeria.

Keywords: Innovation; SMEs; SMEs Performance; Customer Satisfaction

Application of Risk Management Techniques in Residential Property Development in Enugu Metropolis, Nigeria

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This study is aimed at assessing the application of risk management techniques in residential property development in Enugu metropolis with the view to proffering a more reliable technique for effective application to residential property development. It set out to identify the risk management techniques applied in residential property development in Enugu Metropolis. The study had a population size of 941. Out of which, a sample size of 366 was selected using the Cochran formula for the finite population at a 5% error of tolerance and 95% level of confidence. The collection of data was by administration of copies of questionnaire and the conduction of oral interviews. The survey research design was adopted for the study. The method for data analyses included Simple Linear Regression and One-Sample Kolmogorov-Smirnov Test. Findings from the study revealed that the application of risk techniques has a significant effect on the growth of residential property development in Enugu metropolis. The study concludes that Risk analytical techniques are used in real estate development to appraise and reduce the effects of variations on the project implementation's general direction. The study recommends that real estate developers should critically carry out risk management programmes, knowing that since there is a need to measure an investment's performance, the risk is also needed to be studied as a factor in investment performance.

Keywords: Risk; Uncertainty; Property; Risk techniques; Residential property development

Effect of Ghost Working and Academic Staff Productivity in Selected Tertiary Institutions in Enugu State, Nigeria

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The study examined the effect of ghost-working on academic staff productivity in selected tertiary institutions in Enugu State, Nigeria. The specific objectives were to; determine the extent to which ghost-working influence effective teaching and learning activities of academic staff and assess the effect of ghost-working on students' mentorship roles by academic staff of selected tertiary institutions in Enugu State, Nigeria. The descriptive survey research design was adopted. The study randomly sampled 422 academic staff across the nine selected tertiary institutions in Enugu State. The study used a validated structured questionnaire for data collection, while data were analysed descriptively for the research question and inferentially using linear regression analysis for testing hypotheses. The study found that the ghost working opportunity significantly influences effective teaching and learning activities among academic staff in tertiary institutions in Enugu State ($\beta=0.476$; $t\text{-value}=9.768$; $p\text{-value}=0.000$). Ghost working arrangement significantly promotes students' mentorship roles of academic staff in tertiary institutions in Enugu State ($\beta=0.471$; $t\text{-value}=11.095$; $p\text{-value}=0.000$). The study concluded that ghost working promotes job productivity of academic staff in the selected tertiary institutions in Enugu, Nigeria. The study recommended, among others, that the managing partner with the directorate of academics clarify extra curriculum roles that can be executed through ghost working so as not to jeopardise those roles requiring the physical presence of staff.

Keywords: Ghost-working; Academics productivity; Teaching and learning; Students' mentorship

Appraisal and Influence of Financial Management and Control in Bida Local Government, Niger State, Nigeria

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This paper examined the financial management and control practices in the local government system, focusing on Bida Local Government in Niger State, Nigeria. The study aims to identify the problems associated with financial management and control in the council area and assess the effect of effective financial management on the local government system. Primary data were collected through copies of questionnaire and secondary data from internet sources, journals, and relevant textbooks. A total of 40 copies of questionnaire were administered to respondents for this study. The collected data were descriptively analysed using statistical tools and presented in frequency tables and percentages. The findings indicate a prevalence of financial mismanagement, corruption, and administrative bottlenecks within the local government system. The study highlights the importance of removing administrative bottlenecks, combating corruption, maintaining transaction records, and implementing effective financial management measures. It is concluded that the implementation of sound financial management practices will enhance the performance and efficiency of local government entities. Recommendations include codifying financial management regulations and guidelines, utilizing funds effectively, and diversifying revenue sources to improve financial stability. By adopting these recommendations, the local government system can enhance their financial management and contribute to the overall development of their jurisdictions.

Keywords: Financial management; Control; Corruptions; Local government; Bida

Supply Chain Disruption and Implications: A Research Note

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Supply chain disruptions and implication have emerged as critical concerns in today's globalized and interconnected business landscape. Factors such as natural disasters, geopolitical tensions, pandemics, and technological advancements can significantly impact supply chains, leading to disruptions that can have far-reaching implications for businesses, economies, and societies in general. In the course of the study five research questions guided the study. The research questions were answered using the mean and grand mean ratings. Two hundred and fifty participants made up of the stakeholders in the business industries and entrepreneurs. Data collections were collected through questionnaire and were analysed using weighed means at 2.5 acceptance level while below it was rejected. Instrument validation was done through expert opinions. Findings showed that understanding of the dynamics of supply chain disruptions and exploring sustainable business models becomes imperative to drive economic growth and foster resilience in the face of uncertainty. The researchers therefore recommend that to address supply chain disruptions and promote sustainable economic development, indigenous entrepreneurs should adopt and refined sustainable models which includes leveraging emerging technologies such as e-commerce platforms, digital marketing, and renewable energy solutions.

Keywords: Supply chain; Disruption; Entrepreneurship; Globalisation

Intellectual Capital Review- The Power of the Pulic Model

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The importance of Intellectual Capital (IC) in a company is that the increase in Intellectual Capital of a company can also increase company value; this is because firms with high IC tend to produce products and services with high knowledge content which in turn provide high competitiveness. The aim of this paper is to review intellectual capital capabilities in consideration of the power of the Pulic model. We reviewed the literature on intellectual capital, paying maximum attention to the powers of the Pulic model, popularly known as the value-added intellectual coefficient (VAIC). This paper, therefore, concludes that the model is widely accepted by researchers all over the globe because it follows the quantitative/scientific approach in data collection and analysis, which minimises data subjectivity. Intellectual capital has the capability of creating more value for an organisation. Therefore, we recommend that researchers adopt and adapt the model to capture other intangibilities and that intellectual capital be recognized and capitalized on the balance sheet of financial reports.

Keywords: Intellectual capital; Pulic model; Literature review

Effects of Economic Sustainability on the Performance of Table Water Producing Firms in Enugu State

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The study evaluated the economic sustainability of the performance of table water producing firms in Enugu state. The specific objectives were to; examine the effect of competitiveness on profitability and ascertain the extent of the effect of the inflation rate on the sales volume of table water producing firms. The study employed the descriptive survey design. The population of the study consists of 1254 employees of table water producing firms from the state. A simple random selection sampling method was adopted. The adequate sample size of 303 using Freund and William's statistic formula at a 5 percent margin of error. A total of 286 staff accurately filled out and returned the questionnaire. Data were presented and analysed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analysed using Z - test. The findings indicated that competitiveness had a positive effect on the profitability $Z (95, n = 211), 6.830 < 8.012 = p. < 0.05$ and the inflation rate had an adverse effect on the sales volume of table water producing firms $Z (95, n = 211), -7.244 < -8.544 = p. < 0.05$. The study concluded that competitiveness had a positive effect on profitability, while the inflation rate had a negative effect on the sales volume of table water producing firms. The study recommended, among others, that the management should go into competition as it will stimulate firms to lower their own costs and run their businesses as efficiently as possible.

Keywords: Economic sustainability; Performance; Producing firms

Auditor Tenure and Value Relevance of Accounting Information of Listed Firms in Nigeria

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The paper examines the market reaction to accounting information on the tenure of auditors by using empirical data from actively traded firms on the floor of the Nigerian Stock Exchange. Data on the explanatory variables of the study were obtained by drawing 1240 observations from the published annual reports and accounts of 124 listed firms in Nigeria between 2012 to 2021. To ascertain the market reaction from accounting information in the financial statements, the average monthly share price of the fourth month after the accounting year end of all sampled firms was utilized as the study's dependent variable. Incorporating the explanatory variables of the study (auditor tenure and control variables) into Ohlson's 1995 price model, quantitative approaches such as descriptive statistics, correlation, and panel-corrected standard error regression analysis were used in analysing the data for the study. The findings of the study indicate that medium-term auditor tenure led to a significant positive market reaction in the first month after the release of annual reports and accounts of sampled firms. This means that auditor tenure was found to be value relevant to users of accounting information in Nigeria. The study recommends that the tenure of auditors should be revised to be between five to six years in line with International best practices, rather than ten years as stipulated by the Code of Corporate Governance.

Keywords: Auditor tenure; Earnings; Book values; Share prices; Value relevance; Market reaction

Indigenous Entrepreneurship and Intergenerational Wealth Transfer Among Graduates in Lagos State, Nigeria

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Promoting economic empowerment among indigenous communities worldwide has made indigenous entrepreneurship and intergenerational wealth transfer increasingly crucial. Recognizing the importance of economic sustainability and cultural preservation, indigenous individuals are increasingly embracing entrepreneurship to create wealth, generate employment opportunities, and foster community development. This study aimed to explore how indigenous graduates involved in entrepreneurship contribute to the transfer of wealth, knowledge, and business assets to future generations while preserving indigenous cultural values. To achieve comprehensive insights into the study, the research employed a combined approach of correlation analysis and Participatory Action Research (PAR) methodology. This method facilitated a holistic understanding of the subject matter. Correlation analysis results indicated a significant and positive relationship between indigenous entrepreneurship and intergenerational wealth transfer among graduates in Lagos State ($r = 0.76$, $p < 0.001$). These findings suggest that increased engagement in indigenous entrepreneurship practices among graduates is associated with higher success in transferring wealth to future generations. Moreover, the utilization of the Participatory Action Research (PAR) methodology ensured the active involvement and collaboration of various stakeholders, including indigenous communities, graduates, policymakers, and researchers. Based on the results, recommendations are made to integrate indigenous knowledge systems into entrepreneurship education curricula and establish mentorship programs connecting graduates with successful indigenous entrepreneurs. These initiatives aim to foster a supportive environment that empowers indigenous graduates to succeed in entrepreneurship while preserving their cultural heritage.

Keywords: Community development; Entrepreneurship; Indigenous entrepreneurship

Repositioning the Nigeria Economy through Lean Manufacturing: Implications for Small and Medium-sized Enterprises in Anambra State, Southeast Nigeria

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This study examined Lean manufacturing as a modern method to improve the organisational performance of Small and Medium-sized Enterprises (SMEs) in Nigeria, emphasising production planning and control in randomly selected 49 SMEs in Anambra State, Southeast Nigeria. A descriptive survey design research made use of a self-administered questionnaire to collect data from the employees of the selected businesses. Statistical Package for Social Sciences (SPSS) was also used for data analysis, while statistical descriptive reporting methods were used to illustrate the degree of the existing relationship between the variables of production planning and control and business growth. The result of the study revealed that organisational performance significantly affected the level of inventory control, as seen in the SMEs investigated, and that there was a significant positive relationship between lean processes of manufacturing and organisational performance in the SMEs investigated. Continuously improved and more mechanized production processes aimed at the reduction of waste will enhance production management and operational efficiency of manufacturing organisations as well as help in the achievement of global environmental requirements within the manufacturing sector. An appropriate technological innovation that ensures waste reduction has the capacity to drive efficiency among SMEs and enhance greater output as well as industry growth. Management should create a more inclusive work environment where employees will enjoy participation and exhibit more creativity and innovativeness with the work processes, which will lead to improved output through waste reduction and consistency on the part of the employee and translate to increased output for the organisation.

Keywords: Lean manufacturing; Production planning control; SMEs

Cultural Sensitivity Management and Female Employee Engagement in Deposit Money Banks in Enugu State, Nigeria

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The study examined the effectiveness of cultural sensitivity management and female employee engagement in deposit money banks in Enugu State, Nigeria. The specific objectives include assessing how cultural acceptability promotes workers' expertise among female employees; to examine how cultural flexibility enhances the length of services among female employees. The study adopted a descriptive survey research design. The study randomly sampled 250 female employees across five selected money deposit banks in Enugu State. The study used a structured questionnaire and interview guide for data collection. Data were analysed using descriptive analytical tools such as percentage and mean, while linear regression analysis was used as an inferential analytical tool for testing research hypotheses. The study found that cultural sensitivity of team building effectively promotes female expertise in deposit money banks in Enugu State, Nigeria (Coeff. $\beta = .514$, t-value = 11.608, p-value = 0.000). Also, cultural flexibility effectively influenced the length of service among female workers in Money Deposit Banks in Enugu State, Nigeria. (Coeff. $\beta = .594$, t-value = 11.339, p-value = 0.000). The study concluded that cultural sensitivity management significantly influenced female employee engagement in deposit money banks in Enugu State, Nigeria. The study recommended strategic cultural diversity management by managing various deposit money banks in Enugu State, Nigeria.

Keywords: Cultural sensitivity; Female employee engagement; Cultural acceptability; Workers' expertise

Effect of COVID-19 Pandemic on Business Organisations in Nigeria (A Study of Spar Shopping Mall Enugu, Enugu State)

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This study critically examined the effect of COVID-19 on business organizations in Nigeria in relation to Spar Shopping Mall Enugu, Enugu State. The population of the study was one hundred and twenty staff of Spar Shopping Mall Enugu. A sample size of ninety-two was determined using the Taro Yamani formula. Data were analyzed with the aid of descriptive statistics while the hypotheses were tested with Pearson correlations moment with SPSS version 23.0. Having analyzed the distributed 74 questionnaires to the staff of selected food industry, the findings indicated that; a) There was a negative significant effect of the coronavirus outbreak on the profitability of Spar Shopping Mall Enugu, Enugu State, and b) There was a significant effect of business restrictions on the growth of Spar Shopping Mall Enugu, Enugu State. It was recommended that; a) the Nigerian government should consider setting aside additional funding for business organizations if SMEs affected by COVID-19 are forced to lay off employees as the profit of the organizations is reduced and b) Business organizations are financially more fragile and cash-strapped when market demand is down. Emergency funding programs that target business organizations could be one important component of the response.

Keywords: Business organisations; Environmental factors; Performance; Survival strategies

Leadership Succession Planning Strategies and Organisational Growth: A Review of Literature

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The majority of businesses have concluded that having the appropriate leaders in the right positions at the right times is crucial to their present and future success. However, only a few of these businesses have discovered effective, proactive methods for directing succession planning procedures. The discipline of succession planning has, generally speaking, steadfastly resisted change despite significant developments in the larger field of people management, which is perhaps most perplexing. Three different approaches have been highlighted in the literature on leadership succession planning. The first is the claim that a resource-based strategy for human resource alignment through deploying resources, capacity, and competence is desirable. The second premise is that some human resource management (HRM) techniques can boost organizational performance when they are aligned with one another and the company's strategic objectives. The third area of emphasis is using internal organizational resources for leadership succession planning. In this study, the research focuses on Organizational growth and leadership succession planning Strategies. The relationship between leadership succession planning and organizational transition from the perspectives of leadership talent retention and talent development policy dynamics is presented after reviewing the conceptual, theoretical, and empirical literature. With implications for smooth organizational transition and leadership talent retention based on the formulation of a leadership talent development policy, the study evaluates major organizational outcomes as a result of the implementation of leadership succession planning, and a conclusion was reached.

Keywords: Succession planning; Leadership; Organisational transition; Talent development

Succession Management in Business: A Theoretical Review**Asuquo Anietie O. & Ubi John John**

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The paper theoretically reviewed succession management in business. The objectives of the paper were to examine the necessity of mentoring in business; to ascertain the necessity of talent retention in business. The concept of succession management and its dimensions such as mentoring, and talent retention were discussed. Relevant theory such as Resource-Based Theory was adopted as the theoretical foundation of the study. Based on empirical studies reviewed and extant literature, the paper concluded that high-impact succession management helps to create a culture of talent-sharing that promotes business change and growth. Consequently, the paper recommends that management should endeavour that well experienced employees expose less experienced employee to relevant contacts in line with their career pursue; management of businesses in Nigeria should encourage quality on-the-job training so as to prepare employees in succession line.

Keywords: Succession; Management; Mentoring; Talent retention

Lean Management Practices and Organisational Performance of Nigerian Breweries Plant in Enugu State, Nigeria

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The study focused on the effect of Lean Management practices on organisational performance: evidence note from Nigerian Breweries plants in Enugu state. The study sought to: determine the nature of the relationship between continuous improvement and product quality in Nigeria Breweries plant in Enugu state, identify the relationship between just-in-time delivery practice and customer satisfaction in Nigerian Breweries plant Enugu state and determine the relationship between total productive maintenance and Employee commitment in Nigeria Breweries plant Enugu state. The study had a population size of 1528, out of which a sample size of 431 was realized using Cochran Formula. The instrument used for data collection was primarily a questionnaire. Out of 431 copies of the questionnaires that were distributed, 401 copies were returned, while 30 copies were not returned. The survey research design was adopted for the study. The hypotheses were tested using Person Product Moment Correlation Coefficient statistical tool. The findings indicated that there was a positive relationship between continuous improvement and product quality in the Nigerian Breweries plant in Enugu state. There was a strong positive relationship between just-in-time delivery practice and customer satisfaction in the Nigerian Breweries plant in Enugu state. There was a significant relationship between total productive maintenance and employee commitment in the Nigerian Breweries plant in Enugu state. The study concluded that continuous improvement, supply chain, just-in-time delivery practices and total productive maintenance had strong positive effect on the performance of Breweries plants in Southeast Nigeria. The study recommended that Brewing plants should embrace Lean Management practices and its principles, which will result in profit, growth and survival.

Keywords: Lean management; Organisational performance; Continuous improvement

Social Entrepreneurship and Sustainable Development of Small and Medium Enterprises in Imo State

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This study investigated social entrepreneurship and sustainable business development in Imo state, Nigeria. The problem of the study is a result of societal problems, putting social entrepreneurship at the forefront; these include climatic changes, food crises, ageing population, energy problems and natural disasters. Other challenges are examining the types of tax incentives that encourage the growth and development of social enterprises, among others. The study's objective is to examine the type of tax incentives that encourage growth and development in social enterprises, examine the goals and impact of social enterprises in Nigeria. Three research questions and hypotheses were raised. A descriptive survey research design was employed for the study. The study population consisted of the various selected entrepreneurs in Owerri North, Owerri Municipal and Owerri West, totalling 210. A simple random technique was employed in the study. A sample of ninety-two (92) out of the two hundred 210 entrepreneurs was randomly selected, conveniently. Data generated from the study were presented and analysed in tables and percentages, which were used to answer the research question. The result of the study showed that Tax holidays and Investment allowances are the types of tax incentives that encourage growth and development in social enterprises. Idea expansion and employment creation are the goals and impacts of social enterprises in Nigeria. Social enterprises harness the resources required to function sustainably through forming partnerships and effective organisational Structures. The study recommends that small and medium enterprises understand and focus on implementing marketing practices that can improve their business performance.

Keywords: Entrepreneurship; Social entrepreneurship; Entrepreneur; Sustainable development

Corporate Tax Avoidance and Cost of Equity Capital of Listed Manufacturing Companies in Nigeria

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Purpose- Corporate tax avoidance has been a significant concern for policymakers, investors, and the public. As companies seek to minimize their tax liabilities legally, the extent to which tax avoidance affects various aspects of corporate finance remains a subject of debate. The study investigated the effects of corporate tax avoidance on the cost of equity capital in Nigeria's listed manufacturing companies. It is an empirical study with the goal of examining the connection between tax avoidance and the cost of equity capital, a key indicator of the return investors in Nigerian listed manufacturing companies expect. **Design/Methodology-** In order to test hypotheses, the study employed a quantitative research design that involved gathering numerical data. Similarly, a correlation design was employed to determine the connection between tax avoidance and the cost of equity capital in Nigeria's listed manufacturing companies. The study used a sample of 42 manufacturing companies listed on the Nigerian Stock Exchange between the years 2011-2020. Multiple regression analysis was used to test the hypothesis that tax avoidance is negatively related to the cost of equity capital in the sample companies. **Findings-** The study concluded that tax avoidance is a viable strategy for reducing the amount of taxes paid to tax authorities, but extreme corporate tax avoidance techniques significantly lead to a higher cost of equity capital for listed manufacturing companies in Nigeria as a result of information asymmetry and agency problems. This attracts negative attention from stakeholders, including shareholders, customers, and the general public.

Keywords: Tax avoidance; Cost of equity; Capital; Book tax difference; Nigeria

Security Ecosystem: A Panacea for Driving SMEs' Growth and Sustainability in Nigeria

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The growth and sustainability of Small and Medium Enterprises (SMEs) in Nigeria are crucial for economic development and job creation. However, SMEs often face numerous security challenges that hinder their progress. This paper explores the concept of a security ecosystem as a panacea for driving SMEs' growth and sustainability in Nigeria. The security ecosystem encompasses a comprehensive framework that addresses physical and cyber threats, legal protection, collaboration among stakeholders, access to finance, and training and capacity building. By establishing a robust security ecosystem, SMEs can operate in a safe and secure environment, fostering their growth and sustainability. The paper highlights the challenges the security ecosystem faces in Nigeria, including limited resources, corruption, fragmented approach, rapidly evolving cyber threats, skills gap, infrastructure deficiencies, socioeconomic factors, and the need for public awareness and trust. Addressing these challenges requires a multi-faceted approach involving government intervention, private-sector collaboration, and civil society engagement. This paper emphasises the importance of recognising the role of a security ecosystem as a panacea for SMEs' growth and sustainability in Nigeria. It calls for concerted efforts from stakeholders to address the challenges, invest in resources, strengthen governance, bridge the skills gap, develop infrastructure, and raise public awareness. By creating a conducive security ecosystem, Nigeria can unlock the full potential of SMEs, leading to inclusive economic growth and a resilient business environment.

Keywords: Security; Eco-system; SMEs; Growth; Sustainability

Supply Chain Disruption: Quality Business Performance Inhibitor

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The Purpose of the study is to examine the impact of supply chain disruption and its implications on quality performance of SMEs in the context of a developing nation, Nigeria. The study utilize qualitative investigation using traditional literature review, which is a combination of an overview of relevant literature from different insights and secondary data as convenient. The Findings show that there are drivers of supply chain disruption that specifically affect SMEs which are supplier dependency, limited risk management capabilities, financial constraints, lack of redundancy and flexibility, information and technology gaps, inadequate communication channels with suppliers and customers, regulatory compliance burden and limited influence over suppliers. These supply chain disruptions drivers can affect SMEs through increased costs, production delays, reduced sales and customer dissatisfaction, inventory management challenges, financial strain, and reputation and brand damage. The Practical implication of the study is exposure of salient ways to mitigate the impact of supply chain disruptions in SMEs. This involves implementing certain strategies such as diversifying suppliers, developing contingency plans, building strong relationships, investing in technology, and ensuring financial resilience. This study exposes a hitherto neglected or unknown strategies that Nigerian SME owners and managers can engage to enhance their preparedness and responsiveness to disruptions, organizational performance and resilience in the face of supply chain challenges. The study identifies potential drivers of supply chain disruptions. A need for a quantitative investigation into ways in which SMEs in Nigeria have been mitigating the impact of supply chain disruptions given their limited resources.

Keywords: Supply Chain; Disruptions; SMEs; Performance Inhibitors

Organisational Structure and Business Process Re-Engineering in Selected Deposit Money Banks in Federal Capital Territory

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The study examined the relationship between organisational structure and business process re-engineering in selected deposit money banks in Abuja. The study specifically sought to: Ascertain if formalisation relates to process redesign; Assess the relationship between centralisation and innovative rethinking; Ascertain if specialisation brings improved quality service delivery; Find out the relationship between decentralisation and radical change. The research design used was a descriptive survey design. The population size is 574, comprising all employees of the selected five deposit money banks in Abuja. A sample size of 373 was determined using a normal approximation of hypergeometric distribution, and copies of the questionnaire were all returned. Cronbach alpha coefficient was used as a test statistic for the reliability of the instrument yielding a coefficient of 0.86. Data collected were analysed using simple regression and Pearson product correlation at a 5% probability level of significance. The research questions were analysed using simple percentages, while the hypotheses were tested using SPSS version 20. Findings showed that there is a significant positive relationship between specialisation and improved quality of service delivery. There is a significant positive relationship between decentralisation and radical change. There is a positive relationship between formalisation and process redesign centralisation has a significant negative relationship with innovative rethinking. From the findings, it was recommended that organisations adopt specialisation, decentralisation, and a contingency approach.

Keywords: Innovative rethinking; Dramatic improvement; Radical change; Business process re-engineering; Organisational structure

Artificial Intelligence and Supply Chain Management: A Driver of Economic Growth and Sustainability

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This work explored the transformative role of artificial intelligence (AI) in supply chain management and its potential as a driver of economic growth and sustainability. As organisations strive to optimize their supply chain operations, AI offers unprecedented capabilities to improve efficiency, reduce costs, enhance decision-making, and minimize environmental impact. By leveraging AI technologies, companies can achieve greater agility, resilience, and sustainability, leading to long-term economic and environmental benefits. Through AI-powered demand forecasting and inventory optimization, organisations can accurately anticipate customer demands, reduce excess stock, and improve resource utilization. This optimization minimizes waste, enhances customer satisfaction, and contributes to sustainability by reducing environmental impact. AI also enables logistics and route optimization by analysing vast amounts of data, including traffic conditions and delivery constraints. Organisations can reduce transportation costs, minimize fuel consumption, and lower emissions by identifying the most efficient routes. This not only drives economic savings but also promotes environmental sustainability. Real-time monitoring and predictive maintenance, facilitated by AI-powered sensors and IoT devices, optimize asset utilization and minimize downtime. Organisations can reduce resource waste and optimize operational efficiency by proactively identifying maintenance needs and potential failures.

Keywords: Artificial intelligence; Supply chain management; Economic growth; Sustainability

Artificial Intelligence Technology as a Sustainable Strategy for Improving and Transforming Customer Service in the Telecommunication Industry

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The emergence of digital transformation has led to revolutionary changes in the business paradigm in the last few years. Artificial Intelligence (AI) plays a significant role in the current technological dive by provisioning better data extraction, exploration, and utilization, resulting in more accurate predictions and performance in the market scenario. Artificial intelligence in the telecommunication sector in Nigeria is just emerging, and the awareness level generally is extremely low. Essentially, investing in artificial intelligence is necessary in the telecommunication sector to solve analytic and customer automation problems, as well as ensure a smooth transaction and service delivery. This study analysed the role of artificial intelligence technology as a sustainable strategy for improving and transforming customer service in the telecommunication industry. In this study, a scoping review was adopted in selecting previous studies related to the field of the current research. This study's findings revealed that the level of awareness of artificial intelligence has a huge impact on customer service. More so, the study found that the level of application of artificial intelligence is key to customer service promotion. In addition, the result of this study demonstrated that artificial intelligence-enabled service quality has immensely contributed to customer service in the telecommunication industry. Finally, this paper concluded that artificial intelligence plays a significant role in ensuring quality customer service and satisfaction in the telecommunication industry and therefore recommended that telecom providers should invest and intensify the adoption of artificial intelligence technology so as to allow for proactive steps in fixing problems and preventing outages.

Keywords: Artificial intelligence; Customer service; Strategy; Technology; Telecommunication

An Investigative Study on the Effectiveness of Sentiment Analysis in Analysing the Acceptance of Brands by Consumer

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With the rapid advancement of the global market, an increasing number of brands recognise the importance of online brand communities in shaping customers' purchasing behaviours. As consumers readily express their thoughts on companies, products, and services to fellow Internet users, prospective customers can readily access these real-time online reviews. While it may be challenging to quantify brand acceptance levels precisely, evaluating the ratio of positive to negative comments about a brand can provide valuable insights into consumer perceptions of its products, services, and overall identity. Therefore, the objective of this study is to explore the significance of sentiment analysis as a valuable marketing tool for brands in assessing consumer acceptance of their brand. To gain a comprehensive understanding of the research topic, the study incorporated the theory of moral sentiment to elucidate the factors that contribute to individuals' moral judgments, which in turn influence their expression of opinions, sympathy, and sentiments. A conceptual review approach was employed to explore and enhance the existing concepts and knowledge of the research from diverse literature sources. The findings underscore the critical relevance of understanding consumers' views toward a brand as a critical business concept, emphasising the need to study people's opinions, attitudes, assessments, and emotions represented in written texts as a strategy for extracting new ideas. In light of this, it is recommended that brands build a team of skilled and technologically adept professionals capable of efficiently analysing and reporting on the brand's level of acceptance across all social media platforms.

Keywords: Online brands; Consumer perceptions; Sentiment analysis; Personalised marketing strategies

Value Innovation and Competitive Advantage of Small and Medium-size Enterprises in Kogi State, Nigeria

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This study is aimed at value creation in innovation and the competitive advantage of Small and Medium-size Enterprises (SMEs) in Kogi State. The study examined the influence of value creation innovation on the competitive advantage and ascertained the prime determinants of the innovation capacity of SMEs in Kogi State. A survey research design was used, and 219 SMEs owners were purposely selected. The study proxies value innovation with new processes, technology, and capabilities. Competitive advantage was proxied with market share. The study used content validity. The reliability of the instrument used was tested through Cronbach Alpha, and the results showed new process ($\alpha = 0.724$), new technology ($\alpha = 0.710$), new capabilities ($\alpha = 0.821$) and market share ($\alpha = 0.724$). The above is above the threshold of 0.70. Descriptive statistics were used to analyse the obtained data. Multiple regression and Ordered probit regression were used to enable scientific investigation and draw inferences. The finding showed that value creation innovation has an effect on market share of SMEs and that there are prime factors determining the innovation capacity of SMEs in Kogi State. The study concluded that the creation of value is the goal of innovation. The study recommended that SME owners increase their value creation innovation to achieve sustainable competitive advantage.

Keywords: Value creation; Competitive advantage; Innovative capability; Firm strategies

Legal Literacy and Regulatory Compliance of Microenterprises in Nigeria's Federal Capital Territory

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The study investigated the Legal Literacy and Regulatory Compliance of Microenterprises in Nigeria's Federal Capital Territory (FCT). Specific objectives of the study were: to identify the factors responsible for the seeming low legal literacy among microenterprises, to assess what low legal literacy means for small regulatory compliance in microenterprises, to ascertain feasible approaches that can enhance legal literacy and regulatory compliance for microenterprises in FCT Abuja. The study method was mixed, with focus-group discussions among 200 respondents comprising sectoral representatives from retail, agriculture, logistics and fashion, using the Taro Yamane formulae. Structured questionnaires for quantitative data were subsequently administered to elicit further data based on previous findings, with the statistical analysis done using Microsoft Excel. The findings show that the rather wordy nature of business laws and regulations, as well as the inability of many microenterprises to understand the texts, were largely responsible for low legal literacy and regulatory compliance in the FCT. Slim profit margins occasioned by the challenging business environment were also responsible for the low level of willingness to seek professional legal advice, while increased access to the internet and smart devices has had some impact on access to legal information. The study recommends collaboration between the Nigeria Bar Association (NBA), the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) and the National Directorate of Employment (NDE) for the development of summarized legal literature, including short videos and texts in local languages. Business law should be made a part of microenterprise training, with trade unions involved in sensitization for business laws and regulations.

Keywords: Business Environment; Business Laws; Compliance; Legal Literacy; Microenterprise;

Entrepreneurial Ecosystem and Economic Sustainability of Start-Ups Enterprises in Southeast Nigeria

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The study examined the effect of the entrepreneurial ecosystem on the economic sustainability of start-up businesses in South-East Nigeria. The specific objectives were to; ascertain the level of available infrastructure and amenities for the innovativeness of start-up businesses and establish the effect of job demand on organisational growth among start-up businesses in Southeast Nigeria. The study adopted a descriptive survey research design. The study randomly sampled 435 start-up business operators across the South-East states of Nigeria. The study used a validated structured questionnaire for data collection, while data were analysed descriptively for research questions and inferentially using linear regression analysis for testing hypotheses. The study found that the availability of infrastructure and amenities moderately promotes the innovativeness of start-up businesses in South-East Nigeria ($\beta=0.349$; $t\text{-value}=7.872$; $p\text{-value}=0.000$). The rate of job demand significantly but moderately contributed towards organisational growth among start-up businesses in South-East Nigeria ($\beta=0.397$; $t\text{-value}=8.588$; $p\text{-value}=0.000$). The study concluded that the business ecosystem defines the overall sustainability of such businesses, especially the start-up businesses in South-East Nigeria. The study recommended that the management of start-up businesses in South-East Nigeria should intensify in partnership with the Government for more infrastructures and amenities that will help the start-up business survive with innovativeness.

Keywords: Entrepreneurial ecosystem; Sustainability; Start-up businesses; Innovativeness

The Impact of Talent Management on the Business Performance of Some Manufacturing Firms in Enugu State, Nigeria

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This study critically examined the impact of talent management on business performance in selected manufacturing firms in Enugu State, Nigeria. Talent management is a deliberate and on-going process that, in a systematic way, tends to identify, assess, develop and retain human talent to meet current and future organisational needs and objectives. Specifically, this study sought to determine to what extent attraction and retention influence productivity and assess the extent to which learning, and development affect the innovative capabilities of employees. The study adopted the survey research design. The population comprises management and junior staff drawn from the selected Manufacturing firms in Enugu State, Nigeria. These include Nigerian Bottling Company Plc. (NBC), Seven-Up Bottling Company Plc. (Seven-Up), Nigeria Breweries PLC and Aqua Rapha Investment. The sample was determined using the Taro Yamane sample formula. The sample was 276, comprising the selected manufacturing firms' senior and junior staff. Data were collected using the questionnaire research instrument, which was designed on a 5-point Likert Scale and manually administered to the respondents. The findings revealed that attraction and retention significantly affect productivity ($r= 0.036$; $p<0 .05$), learning and development affect innovative capabilities of employees among selected manufacturing firms in ($r= 0. 008$; $p < 0.05$) in the selected Manufacturing firms under study. The study concluded that talent management in the selected manufacturing firms under study has positive effects on business performance.

Keywords: Talent Management; Performance; Retention; Attraction

Training, Development and Employee Productivity in SKYE Bank, Makurdi Metropolis**Oyeleye Bukola Rebecca, Ejoha Richard Sunday, Ikwue Emiene Helen & Audu Tanimu**

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The aim of this research was to ascertain the effect of training, and development on employee productivity in business organisations with particular reference to Skye Bank PLC, Makurdi Branch, covering the period between May 2008 to January 2019. In this study, productivity is measured using the following proxies: profitability, quality service delivery and liquidity. The quantitative method was used for the study and adopted Survey design. The population of the study comprised the staff of Skye Bank PLC, Makurdi Branch, which totalled 37. The study employed primary data with questionnaire as a tool for data collection. Data collected were presented in tables and analysed using simple percentages. Friedman's Chi-square was instrumental in testing the hypotheses, and the result showed/ revealed that training and development enhance productivity, leading to profitability, quality service delivery and liquidity in Skye Bank PLC, Makurdi.

Keywords: Training; Development; Productivity; Profitability; Liquidity; Quality service delivery

Reconnaissance of Profitability as a Means of Stimulating Environmental Accounting of Nutrition and Beverage Companies in Federal Capital Territory Abuja, Nigeria**Onodugo Ifeoma Joanes, Onyemachi Chidinma Adanso, Kolawole Olasoji Abraham, Okereke Lawrence Okoronkwo, Tojue Obianuju Grace & Chinda Chimkamma Collins**

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This study empirically examined the effect of profitability on the environmental accounting of nutrition and beverage companies in the Federal Capital Territory, Abuja. The study employed a correlational survey research design involving the employees from which a sample of 113 respondents was selected out of the population of 158 accounting employees using Taro Yamane's 1970 formula. Descriptive statistics were employed in analysing the univariate data generated through a scientifically certified questionnaire, while Pearson Product Moment Coefficient of Correlation (PPMCC) was adopted to test the hypotheses. Empirical results revealed that profitability had a positive effect on the environmental accounting of food and beverage companies in Abuja. Conclusively, profitability moderately affected waste management and substantially affected skills acquisition of nutrition and beverage companies in Abuja. Therefore, the study recommended that Management develop a well-articulated environmental costing system to improve corporate profitability. Also, the Environmental regulatory authorities should be more committed to ensuring that environmental accounting components are individually and separately accounted for efficient reporting.

Keywords: Profitability; Environmental accounting; Waste management; Skill acquisition

The Influence of Electronic Monitoring in Money Deposit Banks in Lagos State, Nigeria

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This study sought to determine the influence of electronic monitoring in money deposit banks in Lagos State, Nigeria. In order to achieve the objectives of this study, two objectives were formulated. The design adopted for this study was an inferential survey research design. The study employed a sample of 425 employees selected from a population that comprised a total of 559. The instrument used for data collection in this study was Electronic Monitoring System and Performance Questionnaire (EMPMQ). The split-half reliability method was used to determine the reliability coefficient of the data collection instrument, and reliability ranging between 0.765-0.892 indicates that the instrument was reliable and, as such, was able to measure what it was purported to measure consistently. Experts from both industry and academia ascertained the face and content validity of the instrument. Results of the analysis using independent t-test and One-way Analysis of Variance (ANOVA) test statistical techniques show that electronic monitoring in terms of video surveillance and computer monitoring has a significant influence on employee performance in terms of institutionalisation and manpower utilization respectively of money deposit banks in Lagos State, Nigeria. Based on these findings, it was recommended, among others, that all deposit money banks are advised to implement these systems so as to benefit from better organisational performance as a result of increased employee performance. Also, deposit money banks should ensure that employees are well-informed about the usage of electronic monitoring in the firm.

Keywords: Electronic monitoring; Employee performance; Computer monitoring

Exploring How Social Capital and Self-Esteem Shape Career Success Among Female Managers in African Organisations

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The purpose of this research is to investigate how bridging and bonding social capital relate to career success among career women in a patriarchal African society. Further, the intervening role of self-esteem in the association between social capital and career success was examined. A structured questionnaire was used to collect data from 488 Nigerian career women in management cadres in both the private and public sectors. Partial least squares structural equation modelling was applied in testing the proposed hypotheses. The results revealed that bridging social capital had a significant positive relationship with subjective and objective success. Conversely, bonding social capital had no significant positive relationship with subjective and objective success. Further analyses revealed that self-esteem only partially mediates the association between bridging social capital and career success, while an insignificant intervening effect of self-esteem on the association between bonding social capital and career success was found. The study recommended the need for organisations to stimulate a friendly work environment that has a zero-tolerance culture for workplace discrimination against women. This will enable the women to relate with people in the workplace irrespective of gender or cadre to generate more bridging social capital to achieve greater career success.

Keywords: Social capital; networking; self-esteem; careers; women workers

Coronavirus (COVID-19) Pandemic and Growth of Small and Medium Scale Enterprises (SMEs) in Nigeria: Evidence from Enugu, Enugu State

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This study explored the effect of the Coronavirus (COVID-19) pandemic on the growth of SMEs in Nigeria: Evidence from Enugu, Enugu State. The study followed a quantitative approach, while data was collected through primary and secondary sources. The population of the study comprised 185 employees randomly selected from Aqua Rapha Investment Ltd., Bridgewaters Hotel & Suite, and Chitis Nigeria Ltd. Sample size of 127 employees was established using Taro Yamane statistical formula; hypotheses were tested using chi-square with 5% or 0.05 level of significance. The study concluded that the COVID-19 pandemic has a significant negative effect on the growth of SMEs in Enugu Metropolis, Enugu State, Nigeria. To mitigate the negativities occasioned by the pandemic, the study recommends that the supply chain be flexibly structured to accommodate necessary changes, and more technologies should be adopted in business operations to facilitate risk reduction. Furthermore, it was suggested that future studies should include more firms and sectors in order to generalise the findings.

Keywords: Coronavirus; Pandemic; Growth; Small & Medium Enterprises

Determinants of Political Marketing and Social Media Voting Intention Among Youths in Nigeria

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Choosing the right leadership is a puzzle in Nigeria, and that is why it has been very difficult to conduct free, fair and credible elections. Undoubtedly, social media serve as an effective channel and network for marketing political candidates and parties. However, this study intends to investigate the determinants of political marketing and social media voting intention among youths in Nigeria. The main objectives are to determine the relationship between a candidate's experience and voting intention and to ascertain the relationship between a candidate's integrity and voting intention. The target population comprises 36,000 students of the University of Nigeria, Nsukka. Subsequently, 400 were obtained by applying the Taro Yamane sample size determination formula. A pilot study was conducted using 30 respondents, in which 0.869 was realized using Cronbach's Alpha reliability test for internal consistency. Applying the survey method, a convenience sampling technique was adopted. A structured questionnaire was designed, and after distributing the 400 copies to students who were of voting age, 380 were filled correctly and returned. In analysing data, Pearson's Product Moment correlation coefficient was used, and the findings revealed that there is a positive and significant relationship between a candidate's experience and voting intention. Similarly, it was revealed that there is a positive and significant relationship between a candidate's integrity and voting intention. Certainly, political candidates who are running for political offices in Nigeria will trigger voters' tremendous support if they possess experience and integrity. Hence, political parties should elect qualified candidates via primary elections to improve voting intention.

Keywords: Political marketing; Social media; Candidate's experience; Candidate's integrity

Supply Chain Collaboration and Operational Performance of Major Supermarkets in Rivers State, Nigeria

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This study investigated the nexus between supply chain collaboration and operational performance of major supermarkets in Rivers State, Nigeria. Supply chain collaboration was studied using information sharing, joint decision making and electronic data exchange while operational performance was examined as a mono-dimensional construct. A sample of 92 was determined from a population of 120 drawn from twelve major supermarkets. The study utilizes cross sectional research design. Data for the study was obtained using a structured questionnaire which was distributed to the study participants. Three research objectives and a corresponding number of hypotheses were formulated to guide the study. The study hypotheses were analyzed using Partial Least Square - Structural Equation Modeling (PLS-SEM). This study observed that supply chain collaboration contributes significantly towards operational performance of the major supermarkets. The study affirms that dimensions such as information sharing, joint decision making and electronic data exchange play significant and substantial roles in reducing the cost of operation, while boosting flexibility and quality of supermarkets in Nigeria. The results further substantiate the assertion that supply chain collaboration is a critical and highly imperative in sustaining operational performance. The study recommended that, to enjoy the full benefits from supply chain collaboration, employees of the supermarkets should work together with supply chain partners in a joint team and create cordial relationships between the supermarkets and their supply chain partners which will lead to quality service delivery.

Keywords: Supply chain collaboration; Information Sharing; Electronic data exchange

Organisational Legitimacy and Strategic Corporate Social Responsibility in the Nigerian Telecommunications Industry

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This study explored the link between organisational legitimacy and strategic corporate social responsibility (CSR) in the Nigerian telecommunications industry. Organisational legitimacy refers to the perceived acceptance and approval of an organisation by its stakeholders, while strategic CSR involves integrating social and environmental concerns into a company's business operations and strategies. The Nigerian telecommunications industry is crucial for the country's socio-economic development, making organisational legitimacy a critical aspect for telecommunications companies. The study employed a survey research approach, while data was collected through a survey administered to employees in four Nigerian telecommunications companies. Data obtained were analysed using Kendall's Tau correlation coefficient statistical technique to determine the correlation between organisational legitimacy and strategic CSR. The research found a positive correlation between organisational legitimacy and strategic CSR in the industry. This implies that telecommunication firms perceived as legitimate are more likely to engage in strategic CSR activities, leading to greater stakeholder support, trust, and loyalty. The study emphasizes the importance of strategic CSR in enhancing organisational legitimacy and offers recommendations for telecommunications companies, including prioritizing stakeholder engagement, transparent reporting of CSR efforts, and collaboration with regulators to create a supportive regulatory framework. This study contributes to understanding the relationship between organisational legitimacy and strategic CSR in the Nigerian telecommunications industry. It provides insights into the issue associated with CSR and offers practical recommendations for telecommunication firms to enhance their organisational legitimacy through strategic CSR practices.

Keywords: Organisational legitimacy; Corporate social responsibility; Nigerian telecommunications industry

The Adoption and Impact of Lean Management Practices by Small and Medium-sized Enterprises (SMEs) in Nigeria in the Post-COVID-19 Era

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This study explored the adoption of lean management practises by small and medium-sized enterprises (SMEs) in Obio-Akpor Local Government Area (LGA) in Rivers State, Nigeria post-COVID-19 era. Five research objectives and questions guided the study. The study focused on SMEs in the service sector in Obio-Akpor LGA. The population of the study consisted of 2,634 small and medium-sized enterprises (SMEs) registered with the Rivers State Ministry of Commerce and Industry in 2019. From is, a sample of 350 SME operators and managers in Obio-Akpor LGA were selected and sent survey questionnaire, 167 respondents participated. Primary data were collected through online surveys, and statistical analysis techniques such as frequency, mean, and standard deviation were used to analyse the data. The findings of the study revealed that the level of adoption of lean management practices among SMEs in the services sector was moderate. Key factors influencing adoption included awareness of lean practices, leadership commitment, employee involvement, and resource availability. The study also found that lean management practices positively impacted the operational efficiency, cost reduction, and overall business performance of SMEs. Barriers to adoption included a lack of knowledge and understanding of lean practices, financial constraints, and resistance to change. Based on the study's findings, recommendations were provided to enhance the adoption and implementation of lean management practices. These recommendations included providing training and education on lean practices, promoting collaboration and knowledge sharing among SMEs, accessing funding and support for lean initiatives, and fostering a culture of continuous improvement.

Keywords: Lean management practices; Small and Medium-sized Enterprises (SMEs); Post-COVID-19 era; Nigerian business environment

Assessing the Impact of Eco-Labeling on Purchase Intentions of Young Consumers in Enugu State, Nigeria

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This study sought to determine how eco-labelling affected young consumers' purchase intentions in Enugu State. The research objectives were to determine the level of awareness of eco-labelling among young consumers, assess the effect of eco-labelling on their purchase intentions, and investigate their willingness to pay a premium for eco-labelled products. Online surveys were used to gather information from 430 young consumers across universities in Enugu State. The data were analysed using statistical methods such as frequency, mean, and standard deviation. The study found that young consumers in Enugu State had a moderate level of awareness of eco-labelling. Additionally, eco-labelling influenced respondents' purchase intentions significantly, with the vast majority of them saying they prefer eco-labelled goods. However, young consumers' willingness to pay more for these products varied and was influenced by things like price sensitivity and perceived product benefits. The results imply that eco-labelling may be a useful tool in influencing young consumers' purchasing decisions in Enugu State. The study also identified a number of other elements that might help eco-labelling initiatives succeed, such as better consumer education, trustworthy and transparent labelling systems, and explicit communication of the environmental advantages of eco-labelled goods. These results offer insightful information for marketers, decision-makers, and companies working to encourage environmentally friendly consumption among young people in Enugu State. To increase the adoption and impact of eco-labelling initiatives, the study suggests strategies like price incentives, joint ventures with eco-labelling organisations, and targeted marketing campaigns.

Keywords: Eco-labelling; Purchase intentions; Young consumers; Eco-labelled products

An Evaluation of Entrepreneurship Education Programmes Assessment in Tertiary Institutions: How Universities Assess Impact of their Entrepreneurship Education Programmes

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Entrepreneurship and the entrepreneur are considered critical factors in wealth creation and economic development the world over. And the government have thus embraced education in entrepreneurship as a possible stimulant of entrepreneurial intentions among students for future entrepreneurial engagement as graduate entrepreneurs. In Nigeria, there have been multiple studies concluding that Entrepreneurship Education Programmes (EEPs) have positively impacted students, but the reality is that millions of Nigerian graduates are lurking on the streets searching for jobs rather than starting businesses. So, the question is, what do these researchers measure to claim that EEPs have a positive impact on students even when there is no evidential behavioural change in graduates? Consequentially, the purpose of this study is to ascertain the assessment criteria used by tertiary institutions in Nigeria to evaluate the impact of their EEPs. An exploratory research design was adopted as this study sought to understand the phenomenon rather than find a generalisable solution. A qualitative research method was adopted, and semi-structured interviews were conducted. Participants were chosen purposefully, and five interview sessions were conducted with participants from four universities in Nigeria. The major findings are that the case universities have no clearly established objective for their EEPs, they have no clearly delineated criteria for assessing EEPs, and all case organisations have never conducted programme assessment to ascertain the impact of their programmes. And that institutions assume the success of their entrepreneurship programmes based on the entrepreneurial strides of a minuscule number of their graduates that have become successful with the premise that they must have acted on the knowledge gleaned from the university.

Keywords: Entrepreneurship; Entrepreneurship education; Programme assessment; Evaluation

Impact of Negotiation on Organisational Sustainability: A Panacea for Ensuring Delivery of Quality Materials

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The article titled “impact of negotiation on organisational sustainability a panacea for ensuring delivery of quality materials” is a critical subject matter that aims at addressing the impact of negotiation in different areas of business. The researcher relied on both primary and secondary sources of data; the instruments for the primary data utilized in the paper include the questionnaire administered to the randomly selected staff of Chanchangi Airline in Kaduna. The secondary source of data includes published materials. Data were analyzed quantitatively using statistical tool of measure of Chi-square to test the hypothesis on the relationship between negotiation and delivery of quality materials. From the analysis, it was revealed that failure to set and achieve negotiation objective in Chanchangi Airline attributed to lack of professionals in procurement exercises. Other findings stated that quality, reliability, and durability are highly neglected in procurement procedures. Also, the finding revealed that staff did consider negotiation as only a price determination mechanism. Against this backdrop of these findings, it was recommended that the organization should ensure that all procurement activities of the company are handled by professionals. Also, instead of negotiators wasting resources on price, more priority should be given to reliability, durability, and quality of materials. That negotiation process should be look at in its holistic manner not on price alone.

Keywords: Negotiation; Procurement; Quality materials; Delivery; Sustainability

Does Board Diversity Matter in Corporate Financial Performance of Listed Consumer Goods Firms in Nigeria?

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This study examined the effect of board diversity on the financial performance of listed consumer goods firms in Nigeria. Board diversity embraces age distribution, gender, physically impaired, level of educational qualification and other forms of diversity on corporate boards of an organisation; hence, its impact on an organisation's effectiveness and corporate performance has been a subject of debate among various scholars. Data were collected from the annual reports of consumer goods firms listed on the floor of the Nigerian Exchange Group for the period of five years (2017-2021). Descriptive statistics was employed to ascertain the individual behaviours of the variables, an Augmented Dickey-Fuller unit root test was conducted to check the stationary level of the data, and the random panel regression model was used to test for effect between the dependent and independent variables. The findings of this study showed that board gender diversity has a positive but passive effect on return on assets, board educational attainment has a positive and significant effect on return on assets, whereas board composition reveals a negative and significant effect on return on assets, while board nationality shows a negative and non-significant effect on return on assets. This study recommends that since gender and educational diversity have positive effects on performance, corporate governors and regulatory authorities should make policies towards optimizing these board diversity needs. The study also recommends an increase in the proportion of the female gender in consumer goods firms in Nigeria while the nationality of board members should be strategically managed.

Keywords: Diversity; Consumer goods; Board; Firm; Performance

Theoretical Review of Workplace Spirituality

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This paper explored the concept of workplace spirituality in view of optimizing organisational members' engagement for personal and organisational goal attainment. Workplace spirituality has become a topical trend with an emphasis on organisational members' navigating the landscape of work meaningfulness, sense of community, and value alignment in finding and providing benefits that transcend the absolute economic interest of organisations. Hence, the concept of workplace spirituality is of interest to both employees (i.e., discovering, and exacting life essence via work) and organisations (i.e., as a strategic tool for having a heightened employee engagement), and this study sought to enhance the value of such interest via a theoretical examination of the concept of workplace spirituality. The study is enshrined in discoursing workplace spirituality within the framework of the resource-based view theory via a narrative literature review methodology. The study asserts that workplace spirituality is critical to achieving and sustaining a significant long-term productive engagement by organisational members, and organisations should effectively culture their workplace to optimize the advantages inherent in workplace spirituality. The study also provided practical and theoretical inferences about workplace spirituality.

Keywords: Resource-based view theory; Workplace spirituality

Mediating Effect of Gender Inclusion on Performance of Public Universities in North-eastern Nigeria: Talent Management Strategies in Perspective

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The teaching, research, and ranking of Nigerian universities are noticeably low, and this is made worse by a lack of talented professionals and women inclusiveness. The implementation of talent recruitment and gender inclusion strategies is one positive step that can change the narrative in this direction. This study examined talent management career advancement and the performance of universities: the mediating effect of gender inclusion in Nigeria. The researcher employed a quantitative method using a questionnaire to gather primary data from 359 academic staff surveyed across the selected institutions using cluster and stratified random sampling. Descriptive statistics, Partial Least Square and Structural Equation Modelling, were used to analyse the data. The findings revealed that talent management (career advancement) has a significant positive effect on the performance of universities. The results also revealed that gender inclusion partially mediates the relationship between talent management (career advancement) and performance. The implication is that, for universities to become more efficient, authorities should continue to invest in women's talent promotional strategies to improve teaching, research, and performance. Authorities should internalize women's advancement strategies such as child health care centres, child-early learning centres, and flexible office hours as part of the operational strategies.

Keywords: Career advancement; Gender inclusion; Universities; Talent management

Organisational Structure and Growth of Deposit Money Banks in Enugu**Ihekwaba Ogechi Jennifer, Isienyi Raluchukwu Andrew & Mofam Raymond Ebu**

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The study examined the organisational structure and the growth of deposit money banks in Enugu, Nigeria. Specifically, the objectives of the study include assessing the extent to which a narrow span of control influences the operational efficiency of deposit money banks in Enugu, determine the extent to which technology drives the productivity of these banks, examine the extent to which decentralization drives effective decision making of these banks and to highlight the extent to which formalization influences the profitability of these banks. Relevant literatures were reviewed in order to give credence to the current study, which was anchored on contingency theory. The study adopted a descriptive survey research design. The population of the study comprised 100 members of staff of the five selected bank branches in Enugu State Capital, Enugu. The sample size consisted of the entire population due to its manageable size. The instrument of data collection was a structured questionnaire designed in the form of a 5-point Likert Scale. The analyses were done using regression analysis with the aid of SPSS version 21. The study found that organisational structure has a significant effect on the growth of banks in Enugu, Enugu State. The study recommended that Nigerian banks put in place a narrower span of control system that would add value to their organisations, as this will go a long way to achieving the corporate growth of the organisations by enhancing their operational efficiency.

Keywords: Organisational structure; Growth of banks; Narrow span of control

Determinants of Exchange Rate Crisis in the Nigerian Economy

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The study examined the causes of exchange rate crises in Nigeria between 1986 and 2021. In particular, we investigated how the trade balance (LNBOP), oil price (COP), external debt (LNEXDS), and private sector credit (LNPSC) influence Nigeria's exchange rate (EXR). The statistical bulletin of the Central Bank of Nigeria and the Nigeria Bureau of Statistics provided the study's data. At the 5% level, descriptive statistics, the stationarity test, Johansen cointegration, VAR, and VAR Block Granger Causality were utilised. The variables were integrated at the first difference for the stationarity test, yielding the Johansen cointegration test, which indicates a co-integrating relationship. LNEXDS and LNPSC are negative and significant in relation to EXR, whereas LNBOP and COP are negative but not significant. Only LNPSC and LNEXDS support REER for the VAR Block Granger Causality test, but all variables support EXR collectively. External debt and private sector credit are the primary determinants of the naira exchange crisis in Nigeria. The federal government of Nigeria should utilise less external debt since it weakens the country's exchange rate position. In addition, the federal government of Nigeria should collaborate with producers to develop and integrate local content into their production processes in order to reduce the burden on EXR.

Keywords: Currency; Crisis; Choices; Naira; CBN; Influencing

Effect of Employee Empowerment on Organisational Commitment in 9mobile Telecommunications Abuja

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Scholars have primarily concentrated on organisational policies or managerial strategies when discussing employee empowerment, despite the fact that it is widely acknowledged to be important and that there is a growing body of research on the subject and outcomes, one of which is organisational commitment. However, employees at 9mobile Abuja have been functioning below expectations, as evidenced by the prevalence of client complaints and various unfulfilled work targets. This is despite the intensive employee training that is conducted in the industry to equip the workforce best to achieve defined goals while serving the requirements and desires of clients. Therefore, this study sought to investigate the effect of employee empowerment (i.e., training and delegation) on organisational commitment in 9mobile Abuja. A survey research design was used, and the study carried out factor analysis to validate the instrument designed for the study. Multiple Regression Analysis was employed to test the Null hypotheses at a 95% degree of confidence by the use of SMART PLS. Based on the analysed data, the finding of the study highlights the importance of delegation in enhancing employee motivation, satisfaction, and commitment. The results of this study also support the hypothesis that providing training and development opportunities to employees has a significant positive effect on employee commitment. Therefore, the work recommends that 9Mobile Abuja recognise the importance of training and delegation as a critical management strategy for enhancing employee outcomes and organisational performance.

Keywords: Employee empowerment; Training; Delegation; Organisational commitment

Online Marketing and Buying Behaviour of Jumia Customers in Calabar, Nigeria**Egbe Aneozeng Awo, Abiji Emmanuel Abiji, Otiala Paul Boniface & Undie Godwin Ititim**

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The main objective of this study was to determine the relationship between online marketing and the buying behaviour of Jumia customers in Calabar. The proxies of online marketing utilized were customer trust, perceived value and customer reviews, from which other specific objectives, research questions and hypotheses were evolved. One hundred thirty (130) customers of Jumia residents in Calabar constituted the population of the study, from which a sample of 97 was carved out with the aid of Krejcie and Morgan Table (1970). Pearson Product moment correlation analysis was used to analyse the data. The findings revealed that there was a significant relationship between customer trust and buying behaviour. Furthermore, results also revealed that there was a significant relationship between perceived value, as well as customer reviews and buying behaviour of customers. Recommendations advanced were that Jumia Calabar should use online marketing frequently because it will make them more interactive with the customers and it can get more customers' insights. The customers' reviews and feedback could make them feel that they are a part of the brand. It was also recommended that Jumia Calabar should use social media to share more positive experiences of the customers who have already used their services so that the prospects and the ones who are already planning to buy can relate to themselves more.

Keywords: Online marketing; Customer buying behaviour; Customer trust; Customer reviews

Social Entrepreneurship Adoption and Economic Well-Being of Youths in South-South Nigeria

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The study examined the relationship between social entrepreneurship and the economic well-being of youths in South-South, Nigeria. Three research objectives, three research questions and six research hypotheses were formulated to guide the study. The study adopted a descriptive survey design; the population of the study comprised 7 398 061 youths in south-south Nigeria. The sample of 384 was derived using Krejcie and Morgan Sampling Table. The reliability of the instrument was determined using Cronbach's alpha test instrument with the aid of Statistical Package for Social Sciences (SPSS) version 23, and it stood at 0.98, higher than the benchmark of 0.7. The data collected for this study were analysed through descriptive and inferential statistics. The Spearman Rank Order Correlation Technique was employed to test the various hypotheses formulated through the aid of Statistical Package for Social Sciences (SPSS) version 23.0. The result of the test of hypotheses revealed that social entrepreneurship showed a strong, positive and significant relationship with the economic well-being of Youths in South-South, Nigeria. The study concluded that the economic well-being of youths is dependent on the activities of social entrepreneurs. The study recommends that; Social entrepreneurs should be open to learning; get formal education and training as it would enable them to affect the youths positively; they should be proactive because People with proactive personalities are dogged and willing to take on new challenges and responsibilities and also, social entrepreneurs should be trustworthy because trust is the key to every business.

Keywords: Social entrepreneurship; Economic well-being; Youths

Integrated Reporting: Informativeness of Intellectual Capital Disclosure and Traditional Accounting Numbers

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Integrated Reporting, the latest development in the frontier of corporate reporting, is driving the disclosure of non-financial information in addition to the traditional financial information in annual reports. Particularly, it encourages the disclosure of multiple capitals (financial and non-financial) whose information is considered to be relevant to investors in investment decision-making. To examine this with support from the signalling and legitimacy theories, this study investigated the value relevance of intellectual capital proxied by structural, human and social and relational capital disclosure to investors using the Ohlson (1995) price model. Using regression technique to analyse 112 firm-year observations of listed Deposit Money Banks in Nigeria, the findings established that structural, human and social and relational capitals are individually, positively, and significantly value relevant to investors. In addition, the capitals were found to jointly, significantly and positively increase the informativeness of earnings per share to investors. The study, therefore, recommends the adoption of integrated reporting to ensure continuous disclosure of structural, human and social and relational capitals alongside the traditional accounting information in annual reports.

Keywords: Integrated reporting; Structural capital; Human capital; Social and relational capital

The Effect of Post-Pandemic Fiscal Accounting of Total Receipt, Payment and Balance of Payment on Agricultural Growth in Nigeria

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This study sought to examine the effect of post-pandemic fiscal accounting of total receipt, payment and balance of payment on agricultural growth in Nigeria. An ex-post-facto research design was adopted. Data used in the study was collected from the Central Bank of Nigeria (CBN) Statistical Bulletin of 2020, the CBN Annual Report and various Statements of Accounts. The data were subjected to pre-estimation tests such as descriptive statistics and correlation tests. The hypotheses were tested using regression analysis. The results of the analysis reveal that Total Payment (TP) has a negative and significant impact on Nigeria's agro-economic growth ($r = -0.01778$), Total Receipt (TR) had a positive and significant impact on Nigeria's agro-economic growth ($r = 0.27178$), and Balance of Payment (BOP) had a negative and significant impact on Nigeria agro-economic growth ($r = -0.52265$). Based on these findings, the following recommendations were made: Government should support local manufacturers in terms of tax reliefs, subsidies, and the provision of basic infrastructures and economic amenities and providing an insurgent-free business environment; this will stimulate export and further improve our balance of payment position, and import should be discouraged in its entirety except for essential products and services that Nigeria does not have a comparative advantage to provide.

Keywords: Fiscal accounting; Agric growth; Balance of Payments; Tax Reliefs; Subsidies.

Board of Directors' Attributes and Performance of Commercial Banks in Nigeria

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Argument rages on, on the extent to which board attributes affect the financial performance of firms. This study examines the role of board size, composition, meeting, nationality and gender in the performance of listed Deposit Money Banks in Nigeria. Using a sample of 14 banks and covering a study period of 11 years from 2009 to 2019, data was collected from the annual reports of the sampled firms and analysed using the multiple regression technique. The findings reveal that board size has a significant positive effect on firm performance while board composition and nationality have a significant negative effect on firms' performance. The study recommends that board size should be maintained at an average size of 14 members in order to optimize firm performance.

Keywords: Board size; Board composition; Board nationality; Financial performance

Impact of Succession Planning on Growth and Survival of Small and Medium-Scale Enterprises in Benue State, Nigeria

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Available data suggest that over 2.783m SMEs were for the moment closed down due to the death/sickness and retirement of the owners. This number gives a warning to growth and survival of such category of enterprises in Nigeria. However, succession planning has proved to be a major intervention strategy in enhancing growth and survival of most Small and Medium Scale Enterprises in Nigeria. Therefore, the study examined the impact of succession planning on SMEs growth and survival in Benue State-Nigeria. The general objective of the study was to ascertain the impact of succession planning on growth and survival of SMEs in Benue State, Nigeria. The study used survey research design and adopted a cluster sampling technique to obtain data from 230 business owners of SMEs in the three senatorial zones of Benue State. Mean and standard deviations were used to present the research questions with a decision rule of mean cut off point 2.50. Simple linear regression analysis was used to test the hypotheses at 0.05 level of significance. Findings reveals that, training and development, talent management have significant impact on growth and survival of SMEs in Benue State, Nigeria. The study concludes that succession planning is determined by training and development and talent management and has positive significant impact on SMEs growth and survival. The study recommends that SMEs owners put together and implement policies for effective succession planning so as to enhance growth and survival of their business.

Keywords: Succession planning; Business growth; Survival

Igbo Apprenticeship Model and Sustainability of SMEs in Enugu State

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The study examined the “Igbo Apprenticeship Model and Sustainability of SMEs in Enugu State.” Specifically, the objectives of the study include determining the extent to which business mentoring influences the sustainability of SMEs in Enugu State; ascertaining the extent to which skill acquisition influences the sustainability of SMEs in Enugu State; examining the extent to which mentorship duration influences the sustainability rate of SMEs in Enugu State; and to evaluate the extent to which infusion of start-up capital influences the sustainability of SMEs in Enugu State. The study adopted a descriptive survey research design, and the study population consisted of 1432 owners of SMEs in Enugu. The sample size of 312 was determined using the Taro Yamane sample size determination formula. The instrument used for data collection was a structured questionnaire, and the collated data were analysed using regression analysis with the aid of SPSS version 21. The study, inter alia, found that business mentoring; skill acquisition; duration of mentoring and, most importantly, infusion of start-up capital all have significant positive effects on the sustainability of SMEs in Enugu State and the study, therefore, concluded based on these findings that Igbo apprenticeship model when properly galvanized into action has a long-lasting positive effect on the sustainability of SMEs in Enugu.

Keywords: Igbo apprenticeship business model; Sustainability of SMEs

Impact of Research and Development on Quality Service Delivery

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The objective of the study was to ascertain the effect of research and development on quality service delivery in deposit money banks in Enugu State, Nigeria. The study adopted a descriptive survey research design. The population of the study was 1043 staff of the selected deposit money banks, out of which a sample size of 281 staff was determined using Krejcie and Morgan statistical formulae. Data were collected from primary and secondary sources. Primary data were collected through structured questionnaires, while secondary data were sourced from journals, books and the Internet. The primary instrument for data collection was designed on a 5-point Likert scale in line with the objectives of the study. A total of 281 copies of the questionnaire were distributed, out of which 231 copies were correctly filled and returned. The hypothesis was tested using simple linear regression analyses at a 5% probability level of significance. The finding revealed that research and development significantly affect quality service delivery positively. The study concluded and recommended that organisations should have a team of research and development experts who consistently research on best ways to satisfy their customers, improve their operations and achieve competitive advantage in the marketplace.

Keywords: Research; Development; Quality; Service

The Influence of Restaurant Physical Environment Quality on Consumers' Repurchase Intentions and Mediating Effect of Willingness to Pay

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The proliferation of fast-food restaurants (FFRs) in Nigeria and the attendant competition in the industry necessitates the need for fast-food providers to retain existing customers. The physical environment quality (PEQ) of restaurants is a strategic tool that may achieve this objective. Consumers' willingness to pay (WTP) for the improved quality of the physical environment bears heavily on profitability and repurchase intention. This paper aims to examine the influence of PEQ – defined in terms of ambience, layout and furnishing, and sign and symbol - on consumers' repurchase intentions in FFRs. The study also investigates WTP as a mediator in the relationship between PEQ and the repurchase intentions of consumers in FFRs. Data was collected from 536 fast-food consumers in 18 fast-food restaurants in three states in the South-South geopolitical zone in Nigeria, using a structured questionnaire. Data were analysed using structural equation modelling with Analysis for Moment Structure (AMOS) version 23. The results of this study show that only ambience has a significant influence on repurchase intention. The result also shows that WTP does not mediate in the relationship. Theoretical and managerial implications of the findings of this study were discussed.

Keywords: Fast-food restaurant; Repurchase intention; Physical environment quality; Willingness to pay

Women Entrepreneurship as Panacea for Sustainable Development and Peace in Borno State, Nigeria

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Entrepreneurship has many multiplier effects on the economy; it spurs innovation, fosters investment in people, curtails insecurity and promotes peace which will serve as a competitive advantage over other natural resources. The purpose of the study is to investigate the impact of entrepreneurship and women empowerment as a panacea for sustainable development and peace in Borno state, North-eastern Nigeria. Analyses of trends of unemployment and continued rise in crime and insecurity of life and the activities of Boko-haram insurgency in the North-East of Nigeria motivated this study. The role women play as homemakers is significant. When women are empowered, the entire population will become productive, especially the youth. An adage says educate a woman, and you will educate a nation. The study used qualitative and quantitative methods. The sampling technique for this research paper was a stratified simple sampling technique. The study reveals that women's unemployment brings a serious setback to the development of any society as women's empowerment brings about growth to society. When women work, economies grow. Evidence has shown that putting resources in women's hands is the best way to accelerate development and reduce poverty. The paper, therefore, concludes that entrepreneurship as an engine for job creation and innovation should be taken seriously, especially in Borno State, one of the states in Northeastern Nigeria where the activities of insurgency prevail. This paper recommends that women should be properly trained to possess skills that are congruent with the real labour market demands that can create employment opportunities.

Keywords: Entrepreneurship; Women; Empowerment; Peace; Economic growth

Assessment of the Internal Control System Effectiveness in the Credit Management Operations of Microfinance Banks in Nigeria

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Credit is the principal source of income for banks. In microfinance banks, the effectiveness of the internal control system control environment over credit management operations is paramount. The aim of this study is to examine whether a relationship exists between an effective internal control system control environment and credit management operations of microfinance banks in Southeast Nigeria. A sample of 50 senior management staff members of ten licensed microfinance banks in Enugu State, South-East Nigeria, was randomly selected for the study. A descriptive research design was adopted, and a structured questionnaire was used for data collection. Spearman's Rank Correlation was adopted to examine the relationship between internal control systems control environment effectiveness and credit management operations in microfinance banks. Findings indicated that the internal control system control environment effectiveness had a strong positive relationship with credit management operations of microfinance banks. The study, therefore, concluded that the internal control system control environment effectiveness influence positively credit management operations and therefore recommends that the internal control system control environment should be re-enforced in the credit management operations of microfinance banks in order to deter the risks prone to micro-credit loans

Keywords: Internal control system; Control environment; Credit management

Implications of Supply Chain Distribution on the Global Economy: A Literature Review

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Successive global events that have seriously impacted on the global supply chain have increasingly forced supply chain leaders into combating situations that depict a perpetual storm of disruption. The post COVID-19 business landscape will continue to test the urgency, resilience and flexibility of supply chain practitioners in building and managing sustainable global supply chain systems. The purpose of the paper is to develop a framework for a sustainable management of various impacts on global economy due to disruptions in the global supply chain. The study adopts a desktop research technique in reviewing extant literature with a view of highlighting the subsisting research directions that will inform the paper framework development. Thus, the result of the research will provide the empirical underpin the framework which will underscore the provision of sustainable supply chain to customer and producers beyond such disruptions.

Keywords: Global supply chain; Supply chain disruption; Sustainable model; Global economy

Social Media and Marketing Performance of Micro, Small and Medium Enterprises: The Moderating Role of Entrepreneurial Competencies

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The study examined social media and marketing performance of micro, small and medium enterprises (MSMEs): The moderating role of entrepreneurial competencies. Its specific purpose was to explore the moderating effect of entrepreneurial competencies on the relationship between social media (social network and media-sharing networks) and the marketing performance of MSMEs. The study adopted a cross-sectional survey research design. A structured questionnaire was used to obtain data from 327 operators of MSMEs. The hypotheses were tested using multiple linear regression and hierarchical regression in the Statistical Package for the Social Sciences (SPSS 23). Findings from the study revealed that social networks and media-sharing networks had a significant positive effect on the marketing performance of MSMEs. It was also found that entrepreneurial competencies had a significant moderating effect on the relationship between social media and the marketing performance of MSMEs. Therefore, the study recommended that operators of MSMEs should intensify their utilisation of social networks for marketing purposes such as promotion and customer service to boost customer patronage, satisfaction and loyalty; operators of MSMEs should increase the roles of media-sharing networks in their marketing campaigns by utilising tools such as Instagram, YouTube and TikTok to promote video content about their offerings to customers to encourage patronage. To enhance their marketing performance, operators of MSMEs need to intentionally acquire entrepreneurial competencies such as risk-taking, innovation, technical expertise and resilience through mentorship, personal development and sponsored skills acquisition programmes.

Keywords: Social media; Social network; Media-sharing network; Entrepreneurial competencies

Entrepreneurial Proactiveness and Performance of Small and Medium Enterprises in Enugu State, Nigeria

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The study examined the effect of entrepreneurial proactiveness on the performance of SMEs in Enugu State, Nigeria. The study specifically sought to: ascertain the extent to which proactiveness affects the growth of SMEs and assess the nature of the relationship between proactiveness and customer satisfaction of SMEs. The study adopted a survey design. The population of the study was 270 owners/managers of registered SMEs. The census technique was adopted. Data were collected using questionnaires and oral interviews. The questionnaire was structured on a 5-point Likert Scale. A pilot study was conducted using a test-retest method and tested with Spearman Ranking Order Correlation Coefficient. The result gave a reliability coefficient of 0.78. Face and content validation of the instrument was done by five research experts from both the industry and academia. Data collected were analysed using Simple Linear Regression and Pearson Product Moment Correlation at a 5% probability level of significance. The findings revealed that proactiveness positively affected the growth of SMEs. Proactiveness had a significant positive relationship with customer satisfaction. The study concludes that proactiveness is a major predictor of the performance of SMEs in Enugu State in terms of growth and customer satisfaction. The study recommends that owners/managers of SMEs should adopt proactiveness in their businesses' operations to improve performance.

Keywords: Proactiveness; Growth; Customer satisfaction; Performance; Small and Medium Enterprise; Enugu State

Macroeconomic Dynamics of Enterprise Value Chain Greening: Pharmaceutical Perspective

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This study delves into the reciprocal relationship between sustainability initiatives implemented in the enterprise value chain and key macroeconomic indicators, including job creation, economic growth, resource efficiency, and environmental quality. By examining this relationship, the study aims to provide a comprehensive understanding of how sustainable practices within the enterprise value chain of pharmaceuticals can impact macroeconomic outcomes and vice versa. Thus, the study hypothesizes that sustainable practices adopted within the enterprise value chain can contribute positively to macroeconomic indicators. The research methodology involves a qualitative approach that employed Tailored Meta-analysis as research design. Sources of data was secondary and this involved indexed research databases, specifically Web of Science. Data was analyzed using Glass' Delta. Findings show that environmentally friendly manufacturing processes, efficient resource utilization, and the adoption of clean technologies led to jobs creation, improved environmental quality and competitive advantage. The study concluded that the significant relationship between enterprise value chain and macroeconomic dynamics provide significant lessons and a research agenda for Nigerian pharmaceutical practitioners and scholars respectively. The findings of the study have valuable insights for policymakers, industry stakeholders, and sustainability practitioners.

Keywords: Enterprise value chain; Green production; Macroeconomic indicators; Sustainable growth

Managing Remote Workers and Job Performance in Telecommunication Firms in Port Harcourt

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This study examined the relationship between managing remote workers and job performance in telecommunication firms in Port Harcourt. Job autonomy and social support were adopted as the dimensions of managing remote workers, while task performance and adaptive performance served as measures of job performance. The population of the study is 124 respondents drawn from the four major telecommunication firms (MTN, Airtel, Glo, and Etisalat) in Port Harcourt. A structured questionnaire was used to gather information, and a total of 124 (100%) copies of the questionnaire were distributed to target firms within the allotted time frame. Only 95 (representing 76.6%) of the distributed copies of the questionnaire were successfully retrieved and used for the analysis. Data were analysed using Partial Least Square-Structural Equation Modelling (PLS_SEM). It was found that there is a significant positive relationship between job autonomy, social support, and the proxies of job performance. Results show that in Port Harcourt's telecommunications industry, workers' autonomy on the job and the social support they receive from their managers have a considerable influence on their ability to complete tasks and respond to change, underscoring the significance of these factors in boosting job performance. Therefore, it was suggested that telecommunications companies in Port Harcourt: create strategies to give remote workers more discretion over their work; implement supportive measures like regular communication channels, team-building exercises, and mentoring programmes; invest in technology and tools that can facilitate a strong social support system among remote workers, resulting in better job performance.

Keywords: Remote worker; Job autonomy; Task performance; Adaptive performance

Emerging Financial Technology Adoption and Sustainability of Small Businesses in Anambra State, South-East Nigeria

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The study investigated emerging financial technology adoption and sustainability of Small Businesses in Anambra State, South-East Nigeria. The study adopted the descriptive survey design method, and the sample size of the study was determined using Freud and William's formula, of which 233 respondents were selected from a population of 4541 Small Businesses in Onitsha, Anambra state. Data were collected through copies of structured questionnaires on a 5-point Likert Scale format, while analyses were presented in tables and percentages. The hypothesis was tested using simple linear regression statistics with the aid of the Statistical Package for Social Sciences (SPSS, version 20). The finding revealed that there was a significant positive relationship between the adoption of payment attitude (Pay attitude) and economic prosperity ($r = 0.674$; $p < 0.05$) of Small Businesses. The study recommends the adoption of this payment solution that enables a customer to make web-based payments with his bank-enabled phone number because of its convenience and availability even when telecommunication networks are unavailable. It is a recommended application for the mitigation of economic hardship currently confronting many small businesses in Nigeria.

Keywords: Pay attitude; Economic prosperity; Small businesses; Customer satisfaction

Financial Management Techniques and New Venture Performance in Makurdi Metropolis, Benue State-Nigeria

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The study examined the effect of financial management techniques on new venture performance in Makurdi Metropolis, Benue State-Nigeria. Specifically, the study examined the effect of asset management, investment appraisal, and working capital management techniques on new venture performance in Makurdi Metropolis, Benue state. The study was anchored on the Resource Based View (RBV) by Penrose in 1959. The study adopted a survey research design. Data for the study was collected through questionnaire administration from the 123 selected new businesses or ventures in Makurdi Metropolis of Benue State. Two respondents were selected from the 123 ventures each. The study adopted a judgmental sampling technique, and the sample size for the study was 246. Formulated hypotheses were tested using multiple regression analysis. The study revealed that all the dimensions of financial management techniques are positively related to the performance of new ventures in Makurdi Metropolis, with asset management technique having a better coefficient, t value and p-value of ($\beta= 0.550$; $t=7.263$; $p=.000<0.05$), investment appraisal technique ($\beta= 0.172$; $t=2.582$; $p=.011<0.05$) and working capital management technique ($\beta= 0.149$; $t=1.761$; $p=.020<0.05$) respectively. Based on the findings, the usage of financial management techniques such as asset management technique, investment appraisal technique and working capital management technique has improved the performance of new ventures in Makurdi Metropolis of Benue State. It is recommended that managers of new ventures in Benue State should always adopt, modify and improve on implementing asset management techniques, investment appraisal techniques and working capital management techniques to enhance their business performance.

Keywords: Financial management; Asset management; Investment appraisal; New ventures

The Role of Merger and Acquisition on Bank Survival in Enugu State, Nigeria

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This study investigated the role of merger and acquisition on bank survival in Enugu State, Nigeria. The specific objectives are to (i) determine the effect of horizontal mergers and acquisition on resource base of banks in Enugu State Nigeria; and (ii) examine the effect of vertical mergers and acquisition on portfolio diversification of banks in Enugu State, Nigeria. Through a proportionate stratified random sampling technique, a sample of 277 was selected from a population of 977 of the banks studied. Data were collected from both primary and secondary sources. The research design was a survey, and a structured questionnaire was adopted to elicit responses from the respondents. Regression analysis was employed to test the hypotheses of the study at 5% margin of error. Findings revealed that horizontal mergers and acquisition have a significant and positive effect on resource base of banks studied ($R=0.314$, $\beta=0.348$, $t=8.230$, $p\text{-value}=0.000 < 0.05$), vertical mergers and acquisition have a significant and positive effect on portfolio diversification of banks studied ($R=0.435$, $\beta=0.518$, $t=12.201$, $p\text{-value}=0.000 < 0.05$). The study therefore concluded that mergers and acquisition are the key strategies that enhanced the survival of banks in Enugu State, Nigeria. Among others, it was recommended that Management of banks should ensure that a proper and efficient resource base is put in place by strategically identifying, assessing, and developing policies that will get the right horizontal mergers, vertical mergers, and acquisition for complete banking success.

Keywords: Mergers; Acquisitions; Bank survival; Resource base; Portfolio diversification

Outsourcing Strategy and Adaptability of Hospitality Firms in Rivers State, Nigeria**Onuegbu Remigius Chinedu¹ & Oshi Joseph E. O.²**¹Business Administration and Management Department, Imo State Polytechnic, Omuma²Management Department University of Port Harcourt*Correspondence: rconuegbu@gmail.com*

The study ascertains the relationship between outsourcing strategy and adaptability of hospitality firms in Rivers State. To ascertain the effect of outsourcing core and non-core activities on firms' adaptability. Two hypotheses were formulated and tested for this study. The population for this study comprises 106 management staff from 13 hotels. The convenience sampling technique was used in the study, while the Krejcie and Morgan table was used to obtain a sample size 86. Data for the study was collected through the distribution of a well-structured questionnaire. A total of 86 were distributed to respondents, but only 81 of those copies of the questionnaire were retrieved and used for the study. Structural Equation Model (SEM) was used to scrutinize the null hypotheses using Amos 24.0. Findings from the study showed a positive and significant relationship between outsourcing core and outsourcing non-core activities and adaptability of hospitality firms in Rivers State. The study concludes that there is a significant and positive relationship between outsourcing strategy and adaptability of hospitality firms in Rivers State.

Keywords: Outsourcing strategy; Outsourcing non-core activities; Firms adaptability

Determinants Influencing the Environmental Impact Assessment (EIA) Compliance Rate in Aba City, Abia State, Nigeria

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United Nation's report on the severity of pollution in cities of the World in 2020 rated Aba city, Nigeria as the most polluted city in the World. The matter of whether industries are efficiently managing their wastes came to fore, thereby making policy makers query the compliance rate of these industries to environmental guidelines and the reasons behind the seemingly non-compliance of the industries to these guidelines. The study aimed at investigating the determinants that influence compliance to EIA guidelines by industries in Aba. Survey research method was employed in the study. Questionnaire and interview were also used to elicit data from industrialist and environmentalist in the study area. Sample of 384 industries were used. The Principal Component Analysis and Analysis of Variance (ANOVA) were used to test the hypotheses. The study revealed seven factors that influenced the compliance rate of EIA guidelines by industries, and they include: weak public participation (65%), ignorance (54.5%), In effective legal system and legislation (42.4%), cost of compliance (40.5%), weak coordination along the line of departments - town planning officers and consultants (35%), Delay in approval (30.5%), and limited scope (28.9%). There was a significant difference in the perceived factors that influenced the compliance to environmental impact assessment guidelines between the environmentalists and the industrialists. It was recommended that government should strengthen the legal system as it relates to implementation of EIA, then, there is need to involve affected stakeholders in the preparation of EIA documents.

Keywords: Environmental; Mitigation; Compliance

Re-Evaluating Multinational Corporations Strategies in Serving Low-Income Markets

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Multinational corporations (MNCs) must navigate a variety of market environments as the global economy changes, including meeting the demands of low-income regions. MNCs have typically concentrated their marketing efforts on middle- and high-income consumers, frequently ignoring the enormous low-income market sector and its potential. However, the realities of globalization, changing customer tastes, and altering demographics have given MNCs a fresh opportunity to re-evaluate their business plans and enter this underdeveloped market. In order to offer insights into effective techniques used by MNCs in low-income markets, this study draws on case studies, empirical research, and literature reviews. The results demonstrated that MNCs can gain numerous advantages by re-evaluating their tactics for targeting low-income markets. These advantages include increasing brand recognition, fostering inclusive growth, and promoting socioeconomic progress. MNCs must overcome a number of obstacles to succeed in low-income countries, including infrastructure limitations, cultural differences, affordability issues, and specific consumer demands. MNCs must use cutting-edge strategies to overcome these obstacles, including frugal innovation, inclusive business models, local alliances, and product and service customization. In conclusion, multinational corporations (MNCs) have a significant opportunity to promote inclusive growth, broaden their market reach, and support socio-economic development by rethinking their methods for catering to low-income consumers.

Keywords: Multinational corporations; Low-income market; Inclusive business models

Strategic Management Practices and Performance of Family Businesses in Rivers State, Nigeria

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The goal of this study is to investigate the association between strategic management practices and performance of family businesses in Rivers State. Cross-sectional research design was employed in this study. The population study were 231 top level management staff of family-owned small businesses in Rivers State. 231 copies of the research instruments were given and a total of 192 were returned completed and useful for the analysis. The dimensions of the predictor variable (strategic management practices) used in the study are strategy implementation and strategy control. Dependent variable (family business performance) are Technological assets and inventory turnover. After a pilot test, which established the internal consistency of the instrument used for the study, the Simple Linear Regression was used to test the hypotheses. The output reveals that strategic management practices such as strategy implementation and control have a significant impact on company performance, and technological assets especially for family-owned firms. As a result, owners and managers of family businesses are advised to improve their technological capacity to enhance output, provide timely and sufficient information in accordance with their strategic decisions; and more control techniques should be incorporated into their process by encouraging participatory communication, weekly performance assessment and feedback among staff and top management. These are all activities and practices that may be integrated into family businesses in other to increase performance.

Keywords: Strategic management practices; Performance; Strategy implementation; Strategy control

Supply Chain Mechanism and Productivity of Bakery (Bread) Industry in Port Harcourt, Rivers State

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The study's general objective was to find how the supply chain mechanism (SCM) correlates with productivity. This was attained with the decomposition of the general objective into simplified specific dimensions among firms in the bakery (bread) industry in Port Harcourt, Rivers State. The study was necessitated as a result of a shortage in the supply of bread to adequately meet consumers' tastes, given the increase in population and a corresponding quest for quick and fast dieting habits. To accomplish the specific objectives empirically, the study adopted a correlation design with a structured questionnaire administered to a sample size of 51 respondents drawn from 8 selected firms. Spearman Rank Correlation Coefficient analytical tool was used for testing the hypotheses stated. Findings revealed that there existed a significant positive correlation between dimensions of stated objectives in a varying measure. It was concluded with an emphasis posed of efficient means of improving customer satisfaction through enhanced SCM amongst firms in the industry. Amidst recommendations, management of firms should ensure that critical task as production should be assigned to personnel with requisite knowledge of operations management.

Keywords: Supply chain; Productivity; Just in time

Moderating Role of Market Orientation on Intellectual Capital and Organisational Competitiveness among Deposit Money Banks in Enugu Metropolis

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This study investigated the moderating role of market orientation on the relationship between intellectual capital and organisational competitiveness among deposit money banks in Enugu Metropolis. Despite the recognised importance of intellectual capital and organisational competitiveness in the banking sector, there is a gap in understanding how market orientation influences this relationship in the specific context of deposit money banks in Enugu Metropolis. This research addressed this gap. The research adopted a quantitative data analysis approach. Primary data were collected through a structured questionnaire administered to 297 employees from deposit money banks in Enugu Metropolis. However, 199 copies of the questionnaire were correctly filled and returned. The questionnaire covered intellectual capital, market orientation, and organisational competitiveness measures. Partial least square - structural equation modelling was employed to examine the study hypotheses. The study found that there was a significant relationship between intellectual capital and organisational competitiveness. In addition, market orientation was found to significantly moderates the relationship between intellectual capital and organisational competitiveness, with a positive moderating effect suggesting that a strong market orientation enhances the influence of intellectual capital on organisational competitiveness. The results provide valuable insights into the interplay between intellectual capital, market orientation, and organisational competitiveness in the specific context of deposit money banks in the Enugu Metropolis. Based on the findings, deposit money banks were advised to enhance their market orientation strategies so as to leverage intellectual capital for improved organisational competitiveness effectively.

Keywords: Market orientation; Intellectual capital; Organisational competitiveness; Banking industry

Humancentric Marketing Techniques as Determinant of Marketing Performance of Non-Alcoholic Beverages Firms in Imo State, Nigeria

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This study examines the impact of Humancentric marketing techniques on the marketing performance of non-alcoholic beverage firms operating in Imo State, Nigeria. The objective of the study is to assess the relationship between design thinking and the effectiveness of marketing strategies employed by these firms. A descriptive survey design was used, and the sample comprised the management and staff of Coca-Cola Bottling Company and Dubic Breweries Limited in Imo State, Nigeria. Data was collected through a structured questionnaire, and marketing performance was measured based on the yearly turnover of the non-alcoholic beverage firms. The research question was analyzed using frequency counts and percentages, and the hypotheses were tested using Pearson's Product Moment Correlation. The findings revealed a significant positive relationship between design thinking and marketing effectiveness, indicating that effective design thinking can contribute to attracting and retaining customers, impressing customers, and establishing strong relationships. These findings highlight the importance of Humancentric marketing techniques in enhancing the profitability and stability of non-alcoholic beverage firms. The study recommends that non-alcoholic beverage firms in the region focus on defining their brand effectively and incorporate design thinking strategies to improve their marketing performance and gain a competitive edge in the market.

Keywords: Humancentric marketing; Marketing performance; Non-alcoholic beverage firms; Customer attraction

Green Resources Initiative and Sustainability of Federal Universities in Nigeria

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This study examined green resources initiative and sustainability of Federal Universities in Nigeria. Four selected measures of green resources were exploited to determine their relationships on sustainability. The researcher formulated four specific objectives namely to: determine the relationship between green change and sustainability of Federal Universities in Nigeria, examine the relationship between green culture and sustainability of Federal Universities in Nigeria, ascertain the relationship between green policy and sustainability of Federal Universities in Nigeria, and investigate the relationship between green recruitment and sustainability of Federal Universities in Nigeria. Four research questions and four hypotheses were also adopted for the study. Despite the strategic human resource policies that exist in some Universities many workers were nonchalant to green resources innovation. A survey design was employed, and population of the study consists of 550 employees selected from ten Federal Universities in Nigeria. The researcher utilized purposive sampling technique and the sample size was estimated at 232 participants that were selected through Taro Yamane's formula. Primary and secondary data were used as the research instrument. Two hundred and thirty-two (232) copies of questionnaire were returned as valid after distributions. Analysis of variance (ANOVA) and descriptive statistics were used in the analysis of data. The findings revealed a positive significant relationship between green resources and sustainability of Federal Universities in Nigeria. The researcher concluded that green resources influence sustainability and recommended that Universities should introduce green change like recycling of papers and use software to capture all the degree results necessary for sustainability performance.

Keywords: Green resources; Green change; Green culture; Green policy; Sustainability

Enhancing Food Security in Nigeria Through Cassava Value Chain: A Conceptual Review

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With rising level of inflation across the globe resulting from varying global and local economic shocks and disruptions, poverty rate and hunger especially in developing countries like Nigeria, are undoubtedly, on the rise. Current statistical evidence from notable development agencies shows that Nigeria's poverty level and hunger which is largely a function of high level of food insecurity in the country is on a geometric rise. Worried by this unpleasant narrative, this paper seeks to evaluate the potentials of achieving food security in Nigeria through a sustained robust cassava value chain programme. Cassava, being a staple food for the largest segment of Nigeria's population and equally a high yielding crop with capacity to tolerate drought and low soil fertility, the country's prospect towards achieving food security and attainment of Sustainable Development Goal No 2 through cassava food chain is obviously predictable. The paper adopts a conceptual approach by reviewing extant literature to identify and assess strategies for achieving food security in Nigeria through cassava food chain. Conceptual and theoretical frameworks to validate the study as well as recommendations for policy and management decisions are adduced. At the end, the paper would have added to the existing body of knowledge and provided a sure way to changing the narrative of recurring poverty and hunger profile of Nigeria, and the country being better placed to feed other sister poorer nations.

Keywords: Cassava; Value chain; Food security; Hunger; Poverty

Intrapersonal Conflict and Employees Creative Engagement Process: A Mediation Analysis

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Fostering a safety climate within organizations would improve the performance levels of employees, as confirmed by previous studies. However, performance levels may still depend on the degree to which employees believe that they are rewarded fairly for the efforts invested into their jobs. The aim of this study was to investigate the mediating role of problem identification on the effect of intrapersonal conflict on employee creativity of factory workers in South-East, Nigeria. Survey instruments was used to collect data from 327 respondents. Confirmatory Factor Analysis (CFA) was conducted to test the validity of the research instrument. The internal consistency of the measures was tested using the Cronbach's Alpha Estimates. The study employed the Hayes Mediation Technique to test the hypotheses. Results showed that both ideal-ought and ideal-actual discrepancies have a positive and statistically significant effect on employee creativity. The study also found that problem identification, information search and encoding, and idea generation mediated these direct effects since they are critical antecedents of creativity. We conclude that employees who perceive themselves to be lagging in their performance would seek to improve their creativity and contributions to the organization through creative process engagement.

Keywords: Intrapersonal conflict; Conflict management; Employee engagement

Pharmacy Safety and Performance: The Moderating Role of Effort-Reward Imbalance

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Fostering a safety climate within organizations would improve the performance levels of employees, as confirmed by previous studies. However, performance levels may still depend on the degree to which employees believe that they are rewarded fairly for the efforts invested into their jobs. The aim of this study was to investigate the moderating role of effort-reward imbalance on the effect of occupational safety on performance of pharmaceutical manufacturing firms in South-East, Nigeria. Out of 1023 population of all the employees of the pharmaceutical manufacturing firms in the region, 303 were randomly selected and survey instruments were used to collect data from them, and subsequently used for the analysis. Confirmatory Factor Analysis (CFA) was conducted for validity tests. Cronbach's Alpha was used to test the reliability. The Hayes Moderation Technique was used to test the hypotheses. The result showed that only incidents investigation and incidents reporting showed a statistically significant effect on performance. Whereas EIMB showed a positive moderating effect between incidents investigation and incidents reporting on performance, no moderating effect was found for the effect between safety commitment and safety education on performance. Moreover, the moderating influence of EIMB on the effect of safety communication on performance was negative. Managers of pharmaceutical firms should create an enabling environment that allows employees to report any incidents without fear of blames or reprisals.

Keywords: Safety climate; Performance; Rewards; Efforts; Intrapersonal conflict; Problem identification

Impact of Succession Management on Business Continuity: A Case of Family - Owned Businesses in Agbor, Delta State

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Business continuity to a large extent depends on effective succession planning and implementation. Many businesses are not able to outlive their founder due to lack or poor implementation of succession management. Thus, this study investigated succession planning practices of family- owned businesses in Agbor, Delta State. The objectives were to ascertain the effect of competitive intelligence, assess the impact of educational qualification and technological advancement on succession management of business continuity of family-owned businesses in Agbor. The study adopted the survey research method, making use of interviews, structured questionnaires, and secondary sources. Hypotheses were tested using Pearson Product Moment Correlation Coefficient and the simple linear regression. Research findings show that competitive intelligence, educational qualification and technological advancement positively affected business continuity of family-owned businesses in Agbor. It was therefore concluded that succession management through competitive intelligence, education qualification and technological advancement positively affected the continuity of family-owned businesses in Agbor.

Keywords: Succession, Planning, Business, continuity, Organizations

Harnessing Diaspora Remittances for Sustainable Development on Africa (Nigeria): Policy and Institutional Approach

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This study critically examines the brain drain phenomenon in post-independence Africa and its implications for the continent's development, with a particular focus on the significant role played by remittances. While the emigration of talented Africans has been a loss to the continent, their remittances have emerged as a major contribution to Africa's economic growth. The paper explores the multifaceted issues surrounding brain drain, emphasizing the potential for brain gain. The objective was to analyze the trends in remittance inflows as interpersonal financial transfers (welfare economics) and diaspora investment in the home country, for development, economic stability, and poverty reduction. The study adopted the exploratory research method, using World Bank's report on the top ten (10) African countries with the highest remittances between 2006 and 2015, to analyze impact of these remittances in two categories: countries where remittances constitute a substantial percentage of GDP and countries receiving higher sums of remittances. Within each category, the research evaluates the human development profile on indicators such as inequality adjusted HDI value, life expectancy and gross national income per capita. The findings reveal that the effectiveness of diaspora remittances in Africa's development hinges on their prudent use and management. The study concluded by emphasizing that African countries must adopt prudent management practices to effectively implement the continent's development agenda. It recommends the importance of encouraging productivity, investing in human development, and leveraging remittances to maximize their impact. By fostering a conducive environment for brain gain, African nations can harness the potential of diaspora remittances to drive sustainable economic growth and uplift communities across the continent.

Keywords: Diaspora; Development; Brain drain; Remittance

Insurance Premium and The Growth of Nigeria's Economy (2007-2021)

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The insurance industry's growing share of the global financial sector in both developed and developing countries has moved focus to the insurance-growth relationship. As a result, the study looked at the impact of insurance on Nigerian economic growth from 2007 to 2021. The study's goals were to look at the impact of life and total insurance premiums on the growth of the Nigerian economy after the insurance regulations and reforms were implemented in 2006. An ex-post facto analytical research design was adopted in this work. The National Bureau of Statistics and the Central Bank Statistical Bulletin provided secondary data. The logarithm was used to alter the data. The ordinary Least Square regression technique was used to analyse the data. According to the findings, a non-life gross premium has a considerable positive influence on real GDP, a life gross premium has no significant effect on real GDP, and a significant positive association exists between total insurance gross premium and economic growth in Nigeria. Based on the findings, the general conclusion is that insurance and economic growth in Nigeria have a considerable positive association. The study recommends that the National Insurance Commission adopt policies that promote the growth and development of the insurance industry. Individuals and families should be educated on the importance of life insurance for it to impact Nigeria's economic growth substantially.

Keywords: Development; Economic growth; Insurance industry; Nigeria economy; Premium

Is Nigeria Worse-Off or Better-Off with Foreign Aid on Its Economic Growth? 1990 To 2020

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The question of whether Nigeria's increasing foreign aid has an impact on its economic growth has been highly debated in recent years. This study examines the impact of foreign aid on Nigeria's economic growth using annual time series data obtained from the world development indicators World Bank for the period 1990 to 2020. In order to meet the research objectives, the Autoregressive Distributed Lag (ARDL) model was employed, and the empirical findings show a significant and positive impact of foreign aid on the economic growth of Nigeria. The results also show that domestic investment makes a substantial contribution to the country's economic development. Although the impact is insignificant in the long run, trade openness has a significant positive influence in the short run. This evaluation conducts a thorough analysis of the nation's economic growth, and based on its findings, it recommends that more emphasis be given to encouraging domestic investment, encouraging exports, and allocating aid in accordance with the relative requirements of the nation.

Keywords: Foreign aid; Economic growth; Investment; Trade openness

The Moderating Influence of Environmental Hostility and External Relational Capital on Entrepreneurial Orientation and Performance among SMEs In North-Central, Nigeria

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The purpose of this study was to determine the moderating influence of environmental hostility and external relational capital on the effect of entrepreneurial orientation (EO) on performance. Data was obtained from a collection of 423 owners and managers of small and medium scale businesses in North-Central, Nigeria. To test the hypotheses, Hayes simultaneous regression analysis was used. Results showed that all the EO dimensions (risk-taking, innovation, and performance) had direct effect on performance while the moderating variables interacted significantly with risk-taking to improve performance. However, external relational capital, more than environmental hostility, influences the EO-performance relationship. Managers may take risks when there are minimal levels of hostility; but as hostility increases, risks should be completely avoided to avoid precarious consequences for a firm's bottom-line. Efforts should be made to hone stakeholder relationships so that resources would be available to foster firm entrepreneurship. Further studies can examine how competitive aggressiveness and autonomy are moderated by external relational capital and environmental hostility.

Keywords: Environmental hostility; Entrepreneurial orientation; Performance; SMES

Succession Management in Nigerian Businesses**Bello Ajayi Lawalson**

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The study focuses on issues in succession management in business. The objective is to explore and analyse the factors influencing hindrances in workflow in contemporary firms' operations which hinders firm sustainability, continuity, and profitability. The population centres on the businesses in Nigerian economy and society, and the sampling size is small businesses operating in Lagos metropolis. Survey methodology approach was adopted, and data was obtained from an innovation survey conducted in 2010 by National Centre for Technology Management. The result was that succession management policy was a good susceptible development and makes firms leadership transmission free of frictions and controversies checked. It provided room for firms' continuity, achieve profitability objective, smooth administration and performance standards maintained and sustained. The paper concludes that succession management policy in business erases leadership tussle in administrative controls, transmission streamlined for firms' progress and globalization development. Recommendation is that business firms should plan out, maintain and sustained firms unhindered performance leading to increased output and revenue generation for business growth and development.

Keywords: Succession management; Succession planning; Nigerian businesses

Internet Marketing and Patronage of Tourism Products

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Nigeria, the giant of Africa, has enormous tourism potentials, marketable tourism products, and Cross River State being tourism hub of the nation finds it difficult to attract reasonable number of tourists to her destinations. This study becomes imperative to examine internet marketing and the patronage of tourism products. It was aimed at determining the effects of content marketing, social media marketing, email marketing and search engine marketing on the patronage of tourism products. The study adopted cross-sectional survey research design and convenience sampling technique. The population of the study included tourists that visited the state from December 2022 to April 2023. A structured questionnaire was used to obtain data from 323 tourists in the study. Hypothesis testing was carried out using multiple regression analysis. The findings of the study revealed that content marketing, social media marketing, email marketing and search engine marketing had significant positive effects on the patronage of tourism products in Cross River State. The study recommended that tourism-based businesses should harness the potential of content marketing, social media marketing, email marketing and search engine marketing by regularly creating and promoting valuable, relevant, entertaining and informative content that will interact and engage with tourists to generate interest and attract them to destinations.

Keywords: Internet marketing; Content marketing; Social media marketing; Tourism products