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Editorial Comment

This Edition of the Journal started with the important element to any nation, that is leadership. However, the edition is dominated by very another important element to the development of nation, personnel, these twin elements which are all part of Human Capital in Public Administration have not been discussed. In addition support elements like agriculture, health and security were not left out.

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Prof. S. B. Abdulkarim

Editor-in-Chief

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Leadership and National Development: The Nigerian Experience

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Abstract

The paper assesses leadership and national development in relation to the Nigerian experience. Development failures have come about largely as a result of lack of political will, policy reversal and weak institutional patterns. Thus, the study aims at determining the link between leadership and national development. Data is generated from secondary sources. The study adopted descriptive approach and content analysis as its methodological orientation. The paper discovered that for Nigeria to overcome the challenges of leadership, those on whom the burden of leadership has been entrusted must fully comprehend their responsibilities, duties and obligations. They must also be exposed and be prepared to face the challenges of leadership in developing society, since the future salvation of the country depends on the quality of its leaders. Also, findings reveal that the history of Nigeria is replete with governance and leadership that in most cases lacked vision, lacks political will, lacks transparency and accountability, saddled with corruption, electoral malpractices just to mention a few. These unfortunately has lead to mismanagement of scarce public resources, and consequently, insecurity, abject poverty, infrastructural deficit, poor quality of education and other resultant consequences. It was recommended among others that the present electoral reform should be fast tracked to ensuring free and fair election that leads to the enthronement of transformational political leaders founded on distinct sound value systems and with probity and accountability. The paper concludes that only leadership that has maximum empathy for the people with impartial orientation and capacity can be relevant to the overall development of Nigeria.

Keywords: Leadership, national, development, Nigeria

Introduction

The importance of leadership in fast tracking the development ends of states world-wide becomes glaring when one considers the fact that there is no nation of the world that escaped the dreaded doldrums of underdevelopment across different sectors without enjoying some level of committed, determined, visionary and focused leadership imbued with well laid down master plan for strategic

development. This underscores the prominence of leadership in the pursuit of sustainable national development goals in all ramifications.

The significance of leadership is seen in the fact that good leadership sets the tone and standard of governance and overall development. In Nigeria, since independence in 1960, policy makers and scholars have attempted policies, programs and strategies for accelerated economic development with the belief that economic growth and development would dovetail into development in other spheres of the nation's existence (Oni and Oluye, 2019).

In spite of Nigeria's rich natural, human and cultural endowments, the country remains largely underdeveloped. Nigerians of all walks of life and people from other countries have commented on the leadership crisis or deficit in Nigeria, including former leaders of this potentially great country of Africa. They believe that poor leadership is at the root of the nation's failure to translate its huge potentials into huge prosperity for its teeming population. The late Chinua Achebe and former president Olusegun Obasanjo spoke at different times and fora that Nigeria's other problems were as a result of incompetent and ineffective leadership (Alechenu, 2013).

These leadership challenges are evident in political, social and economic instability and the prevalence of ethnic, communal and religious crises bedeviling the country. In other words, the staggering wave of violence, insecurity, increasing crime wave, economic recession, are attributed to the problem of leadership in Nigeria. Therefore, the quest for good leadership is a sine-qua-non for sustainable national development.

Thus, for over 60 years since Nigeria gained her political independence, there has been continuous leadership problem which has led to poor infrastructure, resulting in the lack of confidence in the leadership of the country by the citizenry. The government of Nigeria continues to implement various reforms that have not yielded the desired results partly because of problems of poor leadership.

The questions then are: what form of leadership might better serve the quest for overall national development deficits of the people of Nigeria? What are the manifestations of the leadership challenges facing Nigeria? How do these challenges affect national development especially in the 21st century Nigeria? What are the ways forward? Therefore, it is the major objective of this paper to

look at the nexus between leadership and national development with reference to Nigeria. It is hoped that this study would produce a comprehensive recommendation on ways that leadership in Nigeria can be redirected and improved to bring about public sector transformation and positive social change through national development.

Conceptual Clarifications and Empirical Review

Concept of Leadership

There is no single sentence definition on what leadership is all about. Leadership has been severally defined such that it becomes increasingly difficult to arrive at a definite working definition. For instance, one could define it as the ability to inspire confidence and support among those whose competence and commitment determine performance. It has also been referred to as the process of influencing the activities of an individual or group in efforts towards goal achievement in a given situation (Alo, 2014). Leadership is an important element in the social interactions of groups whether in public or private setting, as it makes all the difference in the fortunes of any social group, be it a family unit, a business corporation or a nation (Imhonopi & Urim, 2013; Alo, 2014).

A useful definition of leadership is that put forward by Robbins, Judge and Vohra (2013) which states that leadership is the ability to influence a group toward the achievement of a vision or set of goals. Organizations whether public or private need strong leadership and management for optimal effectiveness. Leaders are needed today to challenge the status quo, create visions of the future, and inspire organisational or societal members to want to achieve the visions. Northouse (2004) defined leadership as a process consisting of transactions between the leader and the followers: a process whereby an individual influences a group of individuals to achieve a common goal. Leadership involves influence; it occurs in a group context and involves some form of goal attainment. Leaders who show sociability are friendly, outgoing, courteous, tactful, and diplomatic. They are sensitive to others' needs and show concern for their well-being. Social leaders have good interpersonal skills and create cooperative relationships with their followers.

On his own part, Ogbeyi (2012) defined leadership as a body of people who lead and direct the activities of a group towards a shared goal. In another word, leadership means harnessing individual differences, strengths and weaknesses of persons into achieving stated goal. However, a leader is one who motivates a

group to achieve a common goal. A good leader is impartial and responsive. He treats every member of the group equal and attends to each individual's needs appropriately. A good leader must be flexible and firm. The flexibility attribute of a leader does not take away the element of firmness and determination. A leader must be courageous in hard times and compassionate to every member of the group. Appreciation and perseverance must always be his watch word.

According to Awofese and Odeyemi (2017) leaders essentially direct the workings of the collective towards attaining a jointly shared end. It requires explicit organisational ability, strategic thinking and character laced with vision and goodwill. It is then expected that one who carries the leadership responsibility must, inter alia, possess traits of tact, vision, charisma, character and goodwill as team members expectedly ascribe leadership to individuals they trust in positively shaping the attainment of desired ends. When leadership is discussed, a crucial aspect that is well illustrated is its political strand, by which we mean the class of people saddled with the task of conducting the operations and machineries of a political system, through the choice of policy decisions that impact on institutions and structures for a steady pursuit of the development ends of the territory. It also connotes the team of humans that runs the public affairs of a particular political territory. Public leaders abound in decision-making positions of public life. These include people who hold decision-making positions in government, and people who pursue such placements by all means possible. It also includes the elite with the ability to influence the conduct of public affairs from behind the scene. It is the totality of relations and processes that Omole (2014) refers to as “the institutional catalyst required to deliver the promises of development”.

For the purpose of this paper, a leader is person who is visionary and courageous that influences a group of people towards an effective and efficient result. He is the one entrusted with the responsibilities of formulating and executing policies that are supposed to be true reflections of the yearnings and aspirations of the general public or rather electorates especially under the 21st century in Nigeria.

Concept of National Development

Development like the concept of leadership defies a single definition. Development and underdevelopment are viewed as two sides of a coin. For example, different countries of Africa, Asia and Latin America, have continue to wallow in want and deprivation which represents development challenges. To this therefore, what is however understood as development, especially national

development, varies from scholar to scholar, practitioner to practitioner and advocate to advocate. Development has been variously termed as industrialization, modernity or even westernization with modern tools, technologies etc. One can posit however, in broad terms, that the totality of what constitutes national development is multidimensional and multi-sectorial, spanning socio-cultural, political, economic or even human which has informed the variety of definitions from different scholars.

National development is about progressive and transformational change of the overall sectors of a particular society (Nigeria). The ability of a country to qualitatively improve the social welfare of the people by providing good education, basic infrastructures, security, reduction of poverty and others are the key elements to the attainment of development. Rostow (1960) sees development basically as the progressive advancement from the traditional, primitive and underdeveloped society to an advanced, modern and industrial society characterised by high mass consumption of goods and services. The author listed five procedural stages that all societies desiring development must pass through, as witnessed in the counties of America and Western Europe. In other words, the development process of the impoverished nations has been summarised in movement across stages of Traditional, Pre-Conditions for Take-Off, Take-off, Drive to Maturity and High Mass Consumption.

However, other scholars have viewed national development from other perspectives. Morris (2010) sees it from the socio-cultural perspective to connote the overall bundle of technological, organizational, subsistence and cultural accomplishment through which people feed, clothe, house, and reproduce themselves, and explain the world around them, and resolve disputes within their communities, and extend their powers at the expense of other communities as well as defend themselves against others' attempt to extend power". Walter Rodney, in what was to become a seminal assertion, attempted an all-encompassing definition of development (national) to mean: an overall social process which is dependent upon increased capacity of members of a society to master the laws of nature and apply such laws in the production of tools with which they can control their environment to meet their immediate and future needs. It then involves all segments of the society (Rodney, 1972). From the Rodney definition, one can infer that development covers a whole range of human activity as it affects the environment, without the alienation of any segment.

It can be inferred from the foregoing submissions that it is obvious scholars in the field of development have no agreement on the components of development. National development could be seen variously from the economic, political and the socio-cultural as well as how these impact on human beings. The differences notwithstanding, it is indisputable that development (national) is about progressive and transformational change. It is a complex process through which a society metamorphosis itself economically and socio-politically, in a way that manifests positively in the general welfare of the people. The quantitative and qualitative transformation is then manifested in different spheres of a particular human society. This desired end has been attained by such industrialised countries as the United States of America, Germany, Canada, Japan, the United Kingdom, Russia, etc., while countries in Africa, parts of Asia and Latin America continue to strive to attain it.

Review of Empirical Studies

Four studies in relation to leadership and national development in Nigeria are reviewed in this section. Ejimabo (2013) wrote on “Understanding the Impact of Leadership in Nigeria: Its Reality, Challenges, and Perspectives”. The paper focused in identifying the leadership practices of past and present leaders involved in the operation of the Nigerian government, with emphasis on the Eastern Region. Survey questionnaire was used to support the study. While the study showed a great need for change in leadership, the results of the study revealed that most of the leaders and policy makers in the Eastern Region of the country lack effective leadership skills for the positions they hold. The study also suggested that all decisions must be made bearing one Nigeria in mind and be completely unbiased, filled with objectivity and free of sentiments. This paper restricted to the Eastern part of the country only and adopted the use of questionnaire instruments.

Awofeso& Odeyemi (2014) wrote on “The Impact of Political Leadership and Corruption on Nigeria’s Development since Independence”. The paper argued that the multi-dimensional consequences of corrupt practices on a nation’s socio-political and economic development including education, health, agriculture, politics, technology, etc. are negatively affected, with the resultant outcome like extreme poverty, high level of illiteracy, economic dependency, technological backwardness, political instability, etc. as the order of the day. It was suggested that the struggle to tame its tide must necessarily involve all stakeholders,

spearheaded by the political leadership. Thus, the study by Awofeso and Odeyemi focused more on leadership and corruption with emphasis on the latter.

Chris (2016) studied “Leadership challenges and Nigerian development”. The paper examines the extent to which inept and corrupt leadership have over the years, adversely affected the development of Nigeria as a nation. It argues that Nigeria’s failures have come about largely as a result of frequent leadership challenges; lack of ideology, policy reversal and weak institutional patterns. The study adopted descriptive approach and content analysis as its methodological orientation. It was observed that for Nigeria to overcome the crises of leadership in the country, those on whom the burden of leadership will fall in the future must be exposed and be prepared to face the challenges of leadership in developing society.

Worlu & Enyia (2018) wrote on “Revisiting Leadership, Democracy and National Development in Nigeria”. The paper critically examined the meaning, theories and importance of the concepts of leadership, democracy, national development and sustainable development. It presents the trends in development generally and national development in Nigeria in the context of leadership and democracy. It examined Nigeria’s quest for national development, the challenges of leadership and problems of her democratic experiment, and contends that Nigeria, and indeed every Third World country in the development rat race, have huge potentials that could and should be tapped for development.

However, the study by Worlu and Enyia emphasized that they need strong leaders and political systems that are able to drive positive changes and reforms, in order to realise their developmental dreams. Thus, this study on “Leadership and National Development: The Nigeria Experience” unlike the four studies above focused more on the role of leaders in national development, manifestations of leadership challenges and the effect of leadership challenge on national development.

Theoretical Framework

In this work, Transformational theory of leadership by Wolinski (2010) has been adopted for our analysis as it is found to motivate followers to exceed expectations and goals. Burns (1978) defined transformational leadership as a process where leaders and followers engage in a mutual process of raising one another to higher levels of morality and motivation. Transformational leaders

raise the bar by appealing to higher ideas and values of the followers, and in doing so; they model the values themselves and use charismatic approaches to attract people to the values and to the leader. According to Burns, transformational leadership appeals to social values which encourage people to collaborate rather than working as individuals. In his opinion, transformational leadership is an ongoing process rather than the discrete exchanges of transactional leadership.

According to Bass (1990), good visioning, impression-management, and rhetorical skills are central to transformational leadership. Bass argued that transformational leaders employ these skills to evoke strong emotions in followers, and motivate them to performance beyond expectations. Essentially, transformational leadership describes how leaders can initiate, develop, and implement important changes in organizations, institutions, and governments. The essence of transformational leadership theory is that leaders transform the followers through their inspirational nature and charismatic personalities. In addition, Bass highlighted the three moral aspects of transformational leadership as: the moral character of the leader; the ethical values embedded in the leader's vision, articulation, and program which followers may embrace or reject; and the morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue.

In the analysis of the Nigerian situation, it was expected that the leaders have the masses at heart and carry them along when taking decisions that directly affect them. This is because transformational theory of leadership is a relationship theory that focuses on the connections formed between leaders and followers, based on the assumption that the transformational leader motivates and inspires people by helping group members or the public to see the importance and higher good of a specific task.

The transformational leaders are supposed to be charismatic and often have high ethical and moral standards towards nation building and overall national development. The ultimate goal of the transformational leader is to transform the followers to achieve optimal group success. But over the years (since independence in 1960), successive administrations have failed to ensure that the Nigerian citizens have experienced development in all ramifications (ie social, political, economic, cultural and technological). In Nigeria, most of the leaders have failed to create vision for their respective communities, state, or the country at large; and also help to build cohesive public policy agenda; mobilize public

opinions with respect to policy proposals from different angles, geo-political zones, and play an important role in shaping and implementing those programs and policies that government undertakes to facilitate nation building and overall national development.

Achebe (1983) has opined that “Nigeria is less than fortunate in its leadership” according to him Nigerian leaders have a tendency to pious materialist wooliness and self-centred pedestrianism. He drew our attention to the statements made by Nigerians best known leaders, Chief Obafemi Awolowo and Dr. Nnamdi Azikwe, in their autobiographies, which could be construed to be the underlying principles of their leadership behavior in Nigeria politics.

However, while transformational leaders inspire, provide a vision and stimulate followers significantly, they tend to be weaker on implementation which has a strong influence for transactional leaders. Nevertheless, transformational leadership helps the followers to actualize their self needs and attain self-actualization.

Methodology

Secondary data was used for this study. These featured both published and unpublished written text that provided information already recorded for other purposes, though related to the study, but not purposely for it. The qualitative design was employed in this study to explore and analyze data from the existing records on the ways in which leadership has affected the overall national development in Nigeria. Archival data were drawn from multiple sources, such as secondary existing data in government gazettes, official reports, annual reports by multilateral development agencies, Newspapers, public records, project reports, and peer-reviewed journal articles on leadership and nation building and development in Nigeria. In this study, the data collected for this study were reviewed to discern common themes and pattern matched in order to address the research questions.

Discussion of Results

Roles of Leaders in National Development

It is need not to be over-emphasised the fact that leadership is related to the effective management of resources. Therefore, the success or otherwise of any country in the area of overall national development depends on the effectiveness

or otherwise of its leaders. This shows that leadership goes in tandem with stable polity, good governance and by extension development. Leadership must be in the hands of qualified, competent, enlightened and honest persons for the overall development of Nigeria.

However, countries like Indonesia, UAE, Malaysia etc. have metamorphosed from economies with devastating standards of living to booming economies with great macro-economic indices because their leaders demonstrated a high degree of official responsibility with regards to public policy formulation. Therefore, the effectiveness of any government depends substantially upon executive leadership, who has the political-will in both policy formulation and policy implementation.

It is also expected to be a leader in order to promote national unity and integration and overall development, because governments in developing countries, especially Nigeria, have accepted responsibility to promoting, directing and managing national socio-economic and political development, it becomes imperative that large scale of government bureaucracy is established, charged with the task of implementing development programmes and projects in a variety of fields. Hence, we agreed with Abdulsalam (2007) who stressed that the need for administrative development has arisen, and this implies the need for appropriate action to be taken to design, build and sustain effective and efficient administrative machinery capable and ready to play its expected role in national development and nation building.

Manifestations of Leadership Challenges in Nigeria

The trouble with Nigeria is simply and squarely a failure of leadership. There is nothing basically wrong with the Nigerian character. There is nothing wrong with the Nigerian land, climate, water, air, or anything else. The Nigerian problem is the unwillingness or inability of its leaders to rise to their responsibility, to the challenge of personal example, which is the hallmark of true leadership (Achebe, 1984:1)

Nigeria, which is regarded as the “Giant of Africa” became independent in 1960. Out of 60 years of independence, the country has been under the control of military dictators for about thirty years. From 1999 to date, the country has been experiencing nascent democracy; but leadership into public and political offices still to some extent has not been free and fair due to massive rigging in both primary and general elections. However, there has been improvement in the 2015

general elections as a result of the introduction of card reader. Thus, Nigeria has a dearth of genuine leaders and some of the manifestations of the leadership failure are as reflected thus:

Lack of Political Will: A political will is the compelling force for sound leadership quality, the ability to do what is right, what is relevant and what is attainable within the context of patriotic nationalism. Political will very often means personal or group sacrifices. It implies that, the ability to implement policies have a nationalistic importance and relevance without allowing pockets of interest to detract from what should naturally be of national benefit. Many observers of development and crisis in Nigeria are of the opinion that has largely been lacking

Absence of Accountability and Transparency: In Nigeria, there has been absence of transparent and accountable leadership. A government is deemed to be accountable when its leaders are genuinely responsive to the yearnings and aspirations of their citizenry. Accountability becomes effective where the instruments of rule of law and independent judiciary are strengthened. The masses can seek redress in the courts of law as a result of any infringements by government. Thus, Governance at federal, state and local government levels is neither accountable nor transparent, while due process is to a larger extent boycotted.

Corruption: Although corruption is a global scourge, Nigeria appears to suffer tremendously from this malaise. Every one appears to believe that the nation has a culture of corruption; Nigeria is a rich nation floating on oil wealth, but almost none of it flows to the people. The countless reforms and lack of transparency and integrity of our leaders have left Nigeria corrupt as ever. Transparency International's 2013 survey gave Nigeria as an example of countries where oil resources, the nation's biggest source of wealth, were only available to very small elite. In 2009, the global corruption perception index (CPI) revealed that Nigeria occupied the 130th position out of 180 countries surveyed. The country has dropped from 144 in 2018 to 146 in 2019 on the annual corruption perception index (Transparency International).

Misappropriation of public funds and embezzlement in Nigeria cover looted funds and wealth kept secretly abroad; money laundering including extra-legal and illegal transfer of fund across national borders by official controls over such transfers; gratification involving monetary, pecuniary, material or even physical;

abuse of office, including the violation of the oath of office by an incumbent, obstructing due process or rule of law for political advantage; nepotism, favouritism and other forms of parochial considerations.

Pressure on Leaders/Public Servants and Nepotism: A further cause of leadership trouble in Nigeria is the fact that Nigerians at times push their leaders into corrupt practices. People, villages, towns and communities whose sons and daughters are in government departments often make demands of them; such demands that can only be met by a corrupt use of one's office. Emphasis on ethnic origin is yet another leadership challenge in Nigeria. Ojukwu (1989) in Chris (2016) observed that "tribalism is perhaps the one factor that has nullified all our efforts at evolving a national leadership capable of fulfilling our national aspiration".

Electoral Irregularities: This problem has become a popular phenomenon in Nigerian politics. As a matter of fact, an average Nigerian believes that elections cannot be won except it is rigged. The menace of electoral malpractice is not a recent phenomenon; in fact, it has existed since independence and has continued to exist by looking at the manners the 2011, 2015 and 2019 were conducted, though there has been improvement especially with the introduction card reader during the 2015 general election.

Weak Institutions: The leaders in Nigeria do not show respect to the rule of law, especially, judicial decisions. This hampers the judiciary to effectively discharge its duties. The notion of the judiciary being the last hope of the common man is not yet a reality in Nigeria, because the executives (politicians) have been undermining the independence of the judiciary through patronage appointments etc.

Effect of Nigerian Leadership Challenges on National Development

The situation of bad leadership has led to several ill-effects and wastage of resources in the country which resulting in infrastructure collapse, poor service delivery, poorly equipped and inadequately trained bureaucracy, manipulation of the judicial and electoral process as a result of civil service politicisation and loss of public funds running into several billions resulting in low GDP, GNP, etc.; and a grossly underdeveloped economy suffering from poor corporate governance and sharp practices exacerbated by dysfunctional supervision and regulation by relevant bodies. The expectations of citizens for good governance were quite high

when Nigeria returned to the democratic system of government in 1999 (Shanum, 2013) at least looking forward to reaping the dividends of democracy. The narrative was that the military was delinquent, corrupt and unaccountable; and democracy would offer answers to critical matters such as unemployment, poverty, insecurity, absence of basic infrastructure, corruption etc.

Insecurity: One area in which the ill-effects of corruption and leadership incapacity have impacted negatively is the issue of insecurity which has become a big bane to governance and development in Nigeria. As Oghi (2013) has observed, where there is a high disparity level between rich and corrupt public officials on the one hand, and the common people on the other hand, there is bound to be insecurity in the society. A report by CBC News, a Canada based online media attributed the birth of the terrorist organisation, Boko Haram, to “the wide-scale kleptocracy of the Nigerian government . . . accused of pilfering billions of dollars of oil revenues and having spawned a massively corrupt civil service” (Gollom, 2014). Insecurity in hardly can anyone deny the severity of the security challenges this country faces today, characterised by the new enterprise called kidnapping. The challenges of armed robbery and boko haram which has been with us as part of the harvest of the civil war would not go away. Assassinations and cultism are the latter-day headaches in the country called Nigeria (The Guardian, 2017). Other forms of insecurity are that of ethnic crisis, farmers-herders conflict, religion conflict etc.

Low HDI: Nigeria’s HDI value for 2017 is 0.532— which put the country in the low human development category—positioning it at 157 out of 189 countries and territories. Between 2005 and 2017, Nigeria’s HDI value increased from 0.465 to 0.532, an increase of 14.4 percent. Between 1990 and 2017, Nigeria’s life expectancy at birth increased by 8.0 years, mean years of schooling increased by 1 year and expected years of schooling increased by 3.3 years. Nigeria’s GNI per capita increased by about 87.4 percent between 1990 and 2017 (UNDP 2018 Statistical Update in Worlu and Enyia, 2018).

Poor Quality of Education: The sector is presently in the most declined state ever. Neither the federal or state governments allocate to education 26% of the budget as deemed by the UNESCO as minimum to cater for education, especially for developing nations like Nigeria. Academic Staff Union of University (ASUU) and other unions and stakeholders have been agitating for improved budgetary allocation to the sector but of not avail. According to National Bureau of Statistics

(NBS) report in 2016, literacy rate is placed at 59.6 % in 2015. A popular and renowned philosopher, Plato said, “No man should bring children into the world that is unwilling to persevere to the end in their nurture and education. If a man neglects education, he walks lame to the end of his life.

Absence of Infrastructures: The development of any nation depends largely on the availability of infrastructure. There is acute shortage of infrastructure in Nigeria which constituted a great threat to human survival and national prosperity. Infrastructure can be defined as a system of resources that can be harnessed for the development of a society, and essentially includes telecommunication, energy, transportation, governance, and other public. According to Akinwale, Nigeria is replete with several cases of inadequate infrastructure including irregular supply of electricity, shortage of piped water, fuel scarcity, unreliable healthcare services, unstable educational institutions, bad roads, malfunctioning ports, and erratic telecommunication services.

High Poverty Rate: According to National Bureau of Statistics (NBS) report in 2016, a total of 112 million Nigerians were living below poverty line which represent 67.1 per cent of the country population of 167 million citizens. This report is indeed worrisome and a call for a concerted effort by concerned bodies to eradicate poverty wherever it exists in the country. Poverty is a disease of mind and conscience. A poor man can do anything to survive in an economy devoured by political monsters. Political leaders often use poverty and hunger to intimidate people in a bid to win and remain in power as long as they desired.

Therefore, the effects of leadership failure manifest in all ramifications in Nigeria, to include decayed in infrastructural facilities, poor healthcare system with high mortality rate, poor living conditions; high cost of living; widened gap between the rich and the poor; high rate of unemployment and growing restiveness of the youths; growing insecurity, terrorism and ethno-religious clashes; god-fatherism syndrome which erodes meritocracy and promotes mediocrity in the public sphere and administration; crisis in poverty reduction; pervasive corruption at all levels in the society; loss of confidence and trust in the government; loss of interest in political participation etc.

The implication of the totality of all these factors has the effect of partly contributing to Nigeria retrogressing rather than progressing, thereby making stability and overall development to continue to elude the Nigerian nation. These

imply that the political leaders are not transformational but rather, they are self-seeking and not oriented to the interest of all the people and the nation at large.

Conclusion and Recommendations

In conclusion, investigations in this paper shows that Nigerian leaders take the greater blame for leadership failure even though the led, also have a share of the blame because of their various ways of encouraging bad leadership for the sake of selfish gain. If the facets of leadership challenges in Nigeria are to be surmounted, Nigerian leaders must shun selfish tendencies and promote the common good of the Nigerian people through people oriented leadership. There is need for mass generality of eligible voters to vote in credible candidates to public offices while voting out non-performing leaders would go a long way in restoring the dignity of the nation Nigeria is pre-requisite to correct the anomaly of having selfish leaders. Hence, the present electoral reform has to be fast tracked to ensure free and fair elections in the country starting with the 2023 general elections.

We therefore recommend that the fight against corruption should be number one priority of the present government; hence, civil society groups, the religious institutions and the media should join hand in frowning at corrupt leaders in the society. Also, the anti-corruption institutions in the country should be made independent of government interference through strong political will among the political leadership in ensuring continuity and doggedness in the fight against corruption. The punishment for corruption should be made to be severe to serve as deterrent.

This study also recommends that for national sustainable development to be achieved, more and dedicated leaders should be identified and responsibilities aimed at improving the welfare of the people assigned to them should be their priorities. Also, all citizens of our country should be made to contribute their quota towards sustainable development by empowering them; such contributions will enhance sustainability in terms of security, acceptability, usage and identification of the people with the said ideals.

There is need to establish collective effort in decision making by ensuring that every part of the country is duly represented. Any leader that emerges to lead Nigeria must be totally de-tribalized. Also, when elected, all decisions must be made by our leaders bearing one Nigeria in mind and be completely impartial, filled with rationality and free from sentiments or parochial factors.

Finally, development must be seen not so much as a process stimulated by external inputs, but rather as a process of self-enhancement from within, building on material and human resources available to the people from the grassroots level to the level of the national decision-makers. National development is always a work-in-progress. Therefore, we need transformational leaders to champion the course of our development.

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Consolidating Nigerian Democracy in the Fourth Republic: The role of the Judiciary

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Abstract

This paper examines democratic consolidation in Nigeria in the fourth republic and the role that the judicial institution could play in sustaining democracy in this present era. It posits that against the backdrop of endemic and systemic corruption, economic crisis, manipulation of both the electoral and constitutional arrangements for personal and party advantages, political exclusion, attempts at blackmailing and emasculating both the judiciary by strong men, intolerance of opposition by ruling political parties and a tendency towards authoritarianism, it is obvious that democracy is under threat in this present era. These challenges have the capacity to derail the country's current democratic experiment and/or cause democratic breakdown. The study makes use of the secondary sources of information such as internet, journals, and articles as data sources. The paper argues that institutional weakness of the judiciary is the bane of democratic consolidation in Nigeria especially in this fourth Republic. It concludes by recommending that, strengthening of Nigerian judiciary serves as a panacea to the challenge of democratic consolidation in the country and various punishments and sanctions should be awarded to erring judges who indulged in corrupt practices such punishment like death sentence, dismissal from service, public humiliation by sending them to prisons to serve jail terms. It will be so humiliating for a judge to serve a jail term with the people he might have presided over their cases while serving as a judge in court.

Key Words: *Democracy, Democratic Consolidation, Judiciary, Fourth Republic, Nigeria*

Introduction

Democracy has become a very important phenomenon in the world. Although it is necessary for the development of a country, some countries of the world are yet to introduce it in their development policies. Democracy provides rights to groups and individuals. It presupposes the right or freedom of expression by the individual. When this is allowed under democracy, the government will be more accountable to the people as of right. In addition, people can insist on transparency in government business and with this, leaders in government can no longer violate citizen's fundamental rights with impunity. Indeed, successive governments in Nigeria since independence have failed to expand the frontiers of freedom or liberty and respect for human and individual rights, which are the core values of democracy and clear indices of good governance (Odo, 2015).

Ademola(2011), conceives democratic consolidation as an identifiable phase in the process of transition from authoritarian to democratic system that are critical to the establishment of a stable, institutional and lasting democracy. It is the acceptance by all political actors that democratic procedures dictate government renewal. Nigeria, like other countries of the world still struggling to develop, is yet to embrace democratic values. It is noteworthy that it is one of the countries in Africa still having difficulties in achieving democratic consolidation. The judiciary is the foundation upon which democracy grows and develops. This is so because the judiciary is the only organ that deals with the administration and dispensation of justice in any democratic nation. Because of its importance in human society, it behooves on those who are entrusted with the dispensation of justice to be guided by the principle of truth and morality. It is a major feature of a democratic system of government it interprets laws that are made by the legislative branch or those that are made on the authority of the legislature. The existence of a judiciary in a democratic government is justified by the Principle of Separation of Powers which states that personnel who make laws should be separated from those who implement those laws; those who implement the law should be separated from those who interpret laws. This principle of good governance is expected to prevent dictatorship and arbitrary rule (Abdulhameed 2013).

This is to enable Checks and Balances which states that the mere separation of powers is not enough. A system of checks and balances was introduced to check power with power and ambition with ambition. This is the process of supporting principles with institutional arrangement, which is necessary because of the

natural tendency of human beings to abuse power. The Judiciary exists in a non-democratic government like the military regime or an autocratic civilian rule. What distinguishes judiciary in a democratic rule from that of non-democratic one is its independence to interpret the provisions of the law which are made by legislative houses (Abdulhameed 2013).

Towards the end of the 20th century, that is from the year 1999, Nigeria witnessed the “Fourth wave of democratization” when authoritarian regime and one party governments was replaced or supplanted by elected civilian governments or administrations. Nigeria described by Ette (2013) as one of the strongholds of dictatorship in the continent was caught in the snowballing effect of the wave after twenty-nine years of military dictatorship. After several years of failure attempt by the past military regimes of Ibrahim Badamasi Babangida and Sani Abacha, democracy formally gained root in the country on 29 May, 1999. Nigerians were full of hopes and expectations that hard earned democracy will usher in improvements in standards of living, good governance and improvement in security and what Mohammed (2013) described as freeing of natural resources from the iron fist and jaw of greedy officials to that of enterprising and efficient social services delivery in health, education, sports and prevention of modern day slavery such as human trafficking as well as rehabilitation of infrastructural facilities, poverty alleviation and reduction in unemployment, inequality and improvement in general socio-economic development.

Twenty-two years after the inception of the present democratic dispensation, the political landscape is yet to show clear evidence of good governance that will sustain democratic consolidation. However, one critical factor often glossed over by analysts and scholars is the role that strong institutions like the Judiciary can play in consolidating Nigerian democracy and how strengthening this institution could help in addressing the challenge.

Statement of the Problem

In recent times in Nigeria, elections and electoral processes are subverted; there have been wide scale of political violence and killing in many parts of the country; upsurge in ethnic militia groups who make life unbearable for the citizenry; general insecurity and high profile terrorism in the northern part of the country as well as kidnapping and bunkering of the petroleum pipelines in the southern part of the country. All these developments have given rise to fears that

rather than consolidating the country's democracy, may be heading for another breakdown. (Oke, 2010, Obiajulu, 2016).

Many scholars and analysts have attempted to examine the challenges of democratic consolidation in the country especially in the 21st century and proffered several differing solutions, however, only few scholars have paid attention on how strong institutions like the Judiciary can play in consolidating Nigerian democracy.

Objectives of the Study

This research attempts to explain the role of the Judiciary in democratic consolidation in Nigeria. Other objectives include:

- i. To explain how strong the institution of the Judiciary can sustain Nigerian democracy
- ii. To explain how the Nigerian Judiciary has posed Challenge on Consolidating Nigerian Democracy in the fourth republic

Literature Review and Theoretical Framework

Concept of Democracy

In conceptualizing democratic consolidation, it becomes necessary to first and foremost to discuss the concept of democracy. Democracy in this study stands for a people-centered system of government through periodic popular elections, in which the sanctity of the electoral process is strictly guaranteed. Implicit in this position is the connotation that democracy not only allows mass participation, by way of encouraging the electorate to participate in the selection of their representatives, but also that democracy is nourished by transparency and accountability in public administration (Yagboyaju 2013). It should be emphasized that democracy thrives better in many parts of the world where there are also strong democratic institutions. In other words, democratic principles thrive and are more effective when they are supported by strong institutions of modern government (Yagboyaju 2013). Therefore, when Yagboyaju, cites Ake (1996) as opining that democracy is about principles rather than about institutional forms, there appears to be a contentious issue in this proposition.

According to Yagboyaju, Ake had argued that it is the principles of public accountability, mass participation, majority rule, and minority rights that define democracy as a concept. Thus, citing Mimiko (2010), Yagboyaju concludes that it follows therefore, that any political system that provides for these principles

qualifies to be called a democracy (anyone that does not, no matter the majesty of physical infrastructure of democracy put in place, cannot justifiably refer to itself as a democracy). The problematic issue here is that the sanctity of these principles is a function of the majesty of physical democratic infrastructure – the excellence of strong democratic institutions.

In its classical sense, democracy connotes popular power or popular expression of power by the people (Adejumobi, 2004). It is a system of government that allows the people to choose their leaders and representatives and can replace them at regular intervals in free and fair elections. Other features of democracy include popular participation in the decision making process, open and fair competitions within firmly and generally acceptable “rules of the game” (Diamond, 2005). Democracy also has a normative dimension that include acceptance of a majority rule, respect for the rule of law, protection of individual and minority rights and safeguarding the interests of the disadvantaged group within the polity. Democracy is not an end in itself. It is a means to an end and that end is good governance and development (Unumen and Oghi, 2016).

Concept of Democratic Consolidation

Democratic consolidation has been defined as the challenge of making new democracies secure, of extending their life expectancy beyond the short term, of making them immune against threats of authoritarian regression or “building dam against reverse waves” (Schedler, 1998, cited in Otaigbe, 2019). In new democracies such as Nigeria, where the threat of military coup is still a possibility, consolidation may also include the process of eliminating opposition to democracy on the part of the powerful actors and establishing permanent institutions and other arrangements for the functioning of democracy as well as eliminating undemocratic features of post authoritarian systems. Achieving consolidated democracy requires good governance that essentially promotes improved welfare of the people, transparency and accountability by public managers in the conduct of state affairs and reducing corruption to the barest minimum by democratic governments. It also demands upholding democratic values of popular participation, respect for the rules of law, free and fair elections and independence of the judiciary (Alence, 2004). In addition, it involves strengthening democratic institutions and systems to a point where autocratic reversions are highly unlikely (Alence, 2004). As Brantigam (1997) puts it, in consolidated democracies, democratic processes are the only “game in town”, elections are not only won by the same party, conflicts are habitually resolved

within the rules and institutions of the regime, the rule of law protects the freedom of civil society and democratic practices are deeply internalized in the expectations of citizen and rulers in the workings of society.

Hence, according to Ogundiya (2009) cited in Akubo and Yakubu (2014), democratic consolidation is about regime maintenance and about regarding the key political institutions as the only framework for political contestation and adherence to the democratic rules of the game. Democratic consolidation should therefore consequently connote a consistent and sustained practice of democratic principles (Yagboyaju 2013).

Beyond conceptual orthodoxy however, democratic consolidation might as well be denoted as when democracy is being consolidated (when democracy is being consolidated in defense of the people-centeredness of the precepts of democracy). Democracy is therefore, a system of government and a system of defenses. It is a system for defending the powers of the people against usurpation by political goons. Democracy defends the hopes of a people against onslaught by sundry intruders. Therefore, in the context of developing democracies, the stronger the defense mechanisms of democracy the nearer the tendencies of the system towards democratic consolidation.

Hence, democratic consolidation critically refers to the growing of the defence mechanisms of democracy. Consequently, democratic consolidation is a process. It is not an accomplishment. Some scholars tend to view democratic consolidation as a realization – an achievement. According to Valenzuela (1990) cited in Akubo and Yakubu (2014), the building of a consolidated democracy involves in part an affirmation and strengthening of certain institutions, such as the electoral system, revitalized or newly created parties, judicial independence and respect for human rights, which have been created or recreated during the course of the transition. In this context, democratic consolidation becomes a post-transitional condition, curiously akin to some developmental fixity. Yagboyaju (2013) further opines that democratic consolidation could be said to effectively prevail in most mature and advanced democracies of the world, where many of the prominent democratic principles largely constitute the political culture.

But democratic consolidation is a lot more than all of this. In fact, democratic consolidation is a feature of all democracies. While the need for building the defence mechanisms of democracy may be more pronounced in emerging

democracies, all democracies are prone to attacks that necessitate the fortification of democracy. It is this process of fortification that is democratic consolidation. Democratic consolidation therefore is not an end in itself. Hence, the issue of a consolidated democracy is out of consideration. This is because, assuming that such a state is attainable, the subsequent development will invariably translate to a different type of monstrosity which would be anathema to strong democratic ideals.

Concept of Judiciary

The role of the Judiciary, as defined in the 1999 Constitution, and other governing Acts and laws, is very central to the survival of democracy and the attainment of its purpose in Nigeria. The judiciary is an arm of government that wields the power of judicial review, discharges the laws that are made from the legislative houses and executive powers. In this wise, it functions as the guardian angel over the other arms of government, and ensures that their separate or joint operations are not only in strict adherence to the rule of law, but also do not destabilize or destroy the democratic order in the society. The institution determines any question regarding civil rights and obligations of the citizens, declaring and enforcing rights, annulling or validating acts, awarding penalties, including custodial punishments, prohibiting, compelling private and public actions, generally giving redress, remedies for actionable private and public wrongs (Ogunye 2011).

The Nigerian Judiciary and the Challenge of Democratic Consolidation in the Nigerian Fourth Republic

The foundation of Nigeria's democracy has accordingly remained palpably weak. Among the three organs of government in Nigeria, the executive, the legislature and the judiciary, the issues of checks, balances, complementarities and legitimacies, have therefore remained continuously contentious (Oni, 2014). The struggle for unhelpful independence and unnecessary superiority among the institutions has remained highly pronounced. Above all, each of the three organs of government has continued to be enmeshed in monumental corruption. Obutte (2016) hence argues that if the judiciary, considered the beacon of a democratic process and good governance is tainted in corruption, the developmental objectives of the country will remain a mirage. And in any case there is research evidence that corruption is actually prevalent in all areas of the Nigerian justice system (Oduntan, 2017).

Democracy consolidation implies the guarantee of the existence of certain democratic structures and culture, which include judicial structures and culture that would be leveraged upon in ensuring that the well-being of citizens is even more guaranteed, under the current Buhari democratic dispensation than the preceding regimes.

Thus in October 2016, the Nigerian central government executed the arrest of serving Nigerian judges suspected to have aided and abetted corruption over the years. But, the arrest of the judges, which was carried out by operatives from the Department of Security Services, was in relation to those who allegedly took huge cash to pervert the cause of Justice before, during and after the 2015 general elections. Among those taken into custody were two Supreme Court Justices, who allegedly played ignoble but crucial roles in subverting judgment in favour of one of the two leading political parties. Three judges from Sokoto, Bauchi and Kano were also taken into custody for allegedly collecting bribes (Daniel, 2016). Similarly, a Federal High Court judge in Abuja and another who recently countered his colleague's judgment relating to some political party crises was also picked up. Also taken into custody were some suspected fraudulent court registrars, believed to have aided and abetted the sale of justice. Another federal high court judge in Abuja had his house surrounded by DSS operatives but the secret police could not break in. The judge, who recently freed a retired Air Force officer accused of taking bribes running into billions of naira, was scared and was calling for help, not knowing why he was surrounded by armed security men. A top Federal Ministry of Justice official subsequently confirmed that the Federal Government had commenced the arrest and detention of some corrupt judges as part of its effort to cleanse the judiciary (Daniel, 2016).

According to Okakwu (2016), the spokesperson of Nigeria's Supreme Court, Ahuraka Isah, subsequently confirmed reports that two Supreme Court judges accused of corruption had stopped sitting. The two judges were among seven judges arrested by operatives of the State Security Service, following allegations of corruption. Mr. Isah, who spoke for the Chief Justice of Nigeria, Mahmud Mohammed, said the Supreme Court judges suspended sittings since the raid on their homes and their subsequent arrest. The two affected Supreme Court justices voluntarily excused themselves from all judicial functions since the raid occurred. While the affected judges had denied any wrongdoing, claiming victimization for previous stands they took against public officials, the SSS (State Security Service) said their arrest followed credible information about the judges' alleged

involvement in bribery and corruption. The SSS also accused the National Judicial Council of not judiciously treating petitions against corrupt judges. The NJC denied the allegation by the SSS (Okakwu, 2016).

Sahara Reporters (2016) subsequently published the list of judges named in what it termed a confidential list of the dubious judicial officers, forwarded to President Muhammadu Buhari. In the report of Sahara Reporters, graphic details of the various allegations against the judges were tendered. Then in his official reaction to all of this, President Muhammadu Buhari said the raids on the judges' residences by the State Security Service, SSS, was an assault on corruption and not on the judiciary. The president in a statement by his media adviser, Garba Shehu, described the raids as 'surgical', saying due process was followed in the arrests (Ukpong, 2016). The Nigerian presidency was in this regard undoubtedly acting in furtherance of democracy consolidation. Judicial impunity, the incidence of corrupt judges, the dispensing of cash and carry judgments and partisan political association by judicial officers are certainly tendencies that if left unchecked could derail a country's democracy consolidation.

However, the checks and balances inherent in the executive-legislature-judiciary relations in a democracy must not also be done with impunity by the personnel of any of the three organs of government. The role of the judiciary is as critical as the role of the other two organs of government in democracy consolidation. The judiciary in the fourth republic of Nigeria for instance, was carpeted and disregarded with impunity by an all-powerful executive (led by Chief Olusegun Obasanjo) who saw itself as superior to other organs of government (Oni, 2014). This is not the brand of judiciary that is advocated for democracy consolidation in the Buhari era, a judiciary that timidly obeys the orders of the men of the executive branch of government. What must be done therefore entails a national reformation of the judiciary. It implies the engendering of an independent judiciary, which would be separate from government and other concentrations of power (Daudu, 2014). It requires other revolutionary measures not merely the arrest of judges. And this is what the executive arm of government may facilitate under the Buhari administration.

Theoretical Framework

The research adopts Marxist theory of democracy in analyzing democratic consolidation in Nigeria. The proponent of the theory is Karl Marx (1818-1883) in his view he maintains that, the central aspects of human behaviour involved the

need to produce goods and services in order to survive. The ultimate aim of Marxist theory is that a classless society, i.e., a society in which all enjoy more or less equal wealth and power. Marx said history is basically about the struggle between classes for dominance. "The history of all hitherto existing society is the history of class struggles". Marxist observed that resources are scarce and divisible particularly privilege, prestige and power positions where people find themselves in conflict as they pursue their goals. If no bonds other than the pursuit of immediate self-interest were to unite people, society would quickly degenerate in a Hobbesian nightmare in which "war against all" prevails. Some agency like police, judiciary and prisons are required sufficiently strong to contain conflict within tolerable limits and the agencies are the state to control it people. Marx maintained that the motor of historical change is the process of production. The social relations of production involve different classes. The basic determinant of one's class is one's relationship to the means of production. For example in capitalist society the two basic classes remaining are the owners of the means of production, i.e., capitalists, and those who own only their labour, i.e., the workers or proletariat. So in any historical period dominant and subservient classes can be identified.

Marx further posits that new institution, of the state like judiciary with its powers is required by the capitalist to enforce the unequal distribution of social and material rewards in order to preserve their position to oppressed less privileged class in the society. Marxist further stated that the powerful elites do maintain their strategies on how to dominate the less privilege group in the society. The theory is of the opinion that the judiciary is the executive of the modern state and a committee for managing the common affairs of the whole bourgeoisie. Seen in this manner, the judiciary is an instrument that is manipulated virtually at will, by the capitalist class. Marxist theorists contend that the judiciary apparatus exercises "relative autonomy" in its relationship with the capitalist class. They say that the judiciary is not simply the instrument of the capitalist class, but is an instrument with its own interests and capacities that affect the entire society. The judiciary's actions therefore, are not always in the interests of any particular class or of the society at large.

According to this view, relentless class conflict between capitalists and workers, boom and bust economic cycles, and inter corporate conflict place limits on the ability of the capitalist class to manipulate political institutions at will. Although the judiciary may promote a climate favourable to capitalism, it must also

legitimise the sanctity of the social order and maintain internal peace through few judgments. Whitt (1982) holds that political processes must be understood in terms of the ways in which the major social institutions are organized rather than focusing primarily upon the individuals who control the seats of power elites. Whitt looked to the biases inherent in social institutions like police, judiciary and prisons as shaping political outcomes. He portrayed society as structured in ways that place constraints on decision makers and render their formulation of policy largely a foregone conclusion. Given the capitalist logic of institutions in Nigeria, the ruling class usually need not take direct action to fashion outcomes favourable to its interests.

The inequality in wealth and power is a fundamental moral concern to Marx. Some groups come to dominate others and to win for themselves a disproportionate share of the society such as wealth, power and privileges. The political outcomes are built within the capitalist ordering of affairs by the way agendas are set and alternatives are defined. One does not need to be a lawyer to know that Nigerian laws and their judicial interpretation unabashedly favour the rich and powerful (Anele, 2013). These attributes are the rule of law, equality before the law, majority rule, justice and equity, minority right, free press, fundamental human rights, independent judiciary, access to economic and social opportunities, accountability and transparency are fallacy (Aver and Orban, 2014). Hence, the most privilege group and their cohorts are right the government has done well because rich people are actually benefiting from our democracy of the rich, by the rich, and for the rich. What the masses have to do is thus to support them for their misdeals in the society.

Methodology

In this work, the authors adopted meta-analytical study, which relied on secondary data via a review of scholarly articles, journals, text book, and official documents. The result from the empirical review formed the basis for discussion and inferences.

Implication of Findings on the Study

To put the country on the part of continued democratization, therefore, requires strengthening the country's judicial institution. Strong judicial institution is the one that is independent and have the capacity and ability to discharge its justices, functions and goals, especially over the actual or potential opposition of powerful political and social groups. Moreover, strong Judicial institution have legal,

structural, moral, human and other capabilities to enforce compliance to set rules and guidelines and, therefore, able to fulfill their own mandate. In addition, strong judicial institution is cerebral, capable of effectively monitoring and applying sincere Justice when rules are violated (Gberevbie, 2014). Whether institutions are strong or weak determine the character of competition and, ultimately, consolidation or regression in a democracy. Thus, it is only strong judicial institution that can propel a country's democracy on the path of consolidation.

One of the consequences of strong judicial institution in a democracy is that they ensure that there is no risk of a dictator taking power and changing the "rule of the game". Strong judicial institution also ensures that no particular interest in society could warp the government in an economically and politically disastrous direction. Where judicial institution are strong, they could also ensure that competitions are credible, justice prevails, free and fair elections are conducted, engender popular participation, ensure that there is separation of powers in accordance with the nation's constitution, check abuses in the system and legitimize rulers and regimes.

Although 'strong individuals' matter in the society, and could contribute to building strong institutions, as some people have argued (Acemoghu and Robinson, 2012), such strong individuals need to operate within a strong institutional framework in order that positive virtues and values of such individuals could be transformed into a positive force. Otherwise, strong individuals could easily transform into authoritarians or dictators. It is strong judicial institution that would ensure that power is both limited and distributed sufficiently broadly in order that the behavior of people can be influenced to act within the institutional framework.

Another importance of strong judicial institution derive from the argument of Geri (2016) is that democratization is not self sustaining, but rather, continued democratization is contingent upon strong institutions, stable economic structures and clear checks and balances.

Conclusion/Recommendation

Democracy is an indispensable element in contemporary society, it is the only way a government can chose its representatives by election. In as much as judiciary is a vital organ and an instrument that promote democracy in the society, there is a need for great care to be free and fair in its implementing of political

cases. The study argued that the judiciary in Nigeria needs to be strengthened. The issue here is not about the independence of the judiciary, but the personalities of the people within the institution. It is also argued that although “strong men” are needed, they must operate within a framework. It is in this regard that strong judicial institutions are more desirable than strong men. When judicial institutions are strong, no matter the personalities that operate them, they will carry out their statutory responsibilities within the framework of the rules, guidelines and laws establishing them. Hence, this research aligns itself with the argument that a strong judicial institution in Nigeria is needed to overcome the challenge of democratic consolidation in Nigeria’s current democratic experience. There it is recommended that various punishments and sanctions should be awarded to erring judges who indulged corrupt practices such punishment like death sentence, dismissal from service, public humiliation by sending them to prisons to serve jail terms. On the side of politicians who bribe judges to see their way through at the tribunals, should equally be tried and convicted and also be disqualified from whatever political position they aspire for. This certainly will curtail the corruption in the judicial system and Nigerian and allow democracy grow.

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Effects of Insecurity on Agricultural Activities in Katsina State, Nigeria.

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Abstract

This paper examines the effects of insecurity on agricultural activities in Katsina State. The main issue in this work focuses on the reoccurrence of insecurity manifested in kidnapping and cattle rustling in rural areas of Katsina State where farming is the major preoccupation of the people which virtually has affected farmers, leading to food security. This paper examines insecurity on agricultural activities in Katsina State and possible policy responses put in place by government to curtail the menace so as to improve agricultural activities. The study is qualitative in nature with primary data collected through interviews, while secondary data was sourced from documents. The study found that challenges such as: paucity of funds, inadequate facilities for security operatives, low motivations on the part of the security personnel and lack of synergy among the stakeholders of the states constituted a cog in the wheel of progress. The paper recommends that Government should provide funds and facilities for security operations which will motivate security personnel to put more efforts in the fight against insecurity in the affected states.

Keywords: Banditry, Cattle Rustling, Agricultural Activities, Policy Responses, Katsina State.

Introduction

Agriculture has historically been one of the most important sectors of the Nigerian economy, owing to the fact it supported farming as a primary occupation. Eneji, et

al. (2019) observed that since other sectors of the economy, such as oil and gas, manufacturing, energy, and construction, were not completely harnessed at the time, farmers were able to produce a variety of crops for personal consumption and there was no need for food importation. Nigeria was a major exporter of agricultural products such as palm oil, cocoa, groundnut, cotton, and rubber (Eneji, *et al.* 2019). Despite the limitations of using crude implements they were able to respond accordingly to the demand of their times. With the discovery of oil in commercial quantities in 1973, attention soon shifted leading to the gradual demise in agricultural activities.

The decline in oil revenues led to the call for diversification of Nigerian economy and to this, there is a need to rediscover the potential endowed in agriculture. The Federal Government of Nigeria in this regard has continually emphasize on a shift from a monolithic to an agrarian economy in her effort to revamp the agricultural sector so as order improve the country's source of revenue (Federal Government Agricultural Promotion Policy, 2020). Another major problem has been the upsurge of insecurity. Insecurity, on the other hand has persisted in many States of the Federation, especially those in the north such as Katsina, Kaduna, Niger, Zamfara and a host of others manifested in banditry, kidnapping and cattle rustling (Federal Government Agricultural Promotion Policy, 2020).

Banditry in Nigeria has existed for nearly four decades now emanating from unresolved crises between settler cultivators and nomadic herders' communities of northern Nigeria, especially in the States of Northwest geopolitical zone like Zamfara, Katsina and Kebbi. Banditry in Zamfara State began around 2009 and became more prevalent in 2011, especially after the general elections (Anka, 2017). Since 2010, Zamfara state has become the epicenter of Nigerian banditry where most of the bandit leaders are based by reason of the forests. Banditry in Katsina State started in the year 2011 and has since spread to seven Local Government Areas (LGAs) that shares boundary with Zamfara State namely Jibia, Batsari, Safana, Danmusa, Kankara, Faskari and Sabuwa.

Statements of the Problem

The role of agriculture in any economy is very well articulated in the relevant literature for developing countries, as this can promote economic development by increasing availability of food and releasing labour for the industries. It can also expand the size of the domestic market for industrial goods. It raises the level of savings and capital formation while also earning foreign exchange from export and accounts for over 20 percent of Nigerian's GDP (Varella, 2020). In Katsina

State, farming activities range from sorghum, millets, wheat, and maize as well as groundnuts, beans, and other legumes, and cattle, goats, sheep, as well as fishing and forestry activities.

Today, many villages in Katsina State have been raided by bandits resulting in kidnapping, cattle and food rustling, resulting in displacement, inaccessibility, and abandonment of farmlands, as well as the loss of cattle for many herder families. Agricultural operations have been disrupted by this, thereby increasing the risk of acute food security. Livelihoods have been disrupted; and fear of insecurity among the population has increased. For example, on the 14th of February, 2020, thirty (30) people were killed by bandits in Tsauwaand Dankar communities of Katsina state in addition to many villages and communities being displaced. IDMC (internally displace monitoring centre, Nigeria) in like manner, on 25th of April 2020 reported that 126 persons were displaced from Batsari, 165 persons from Kankara as a result of violence and armed clashes. In Nigeria, since the Federal Government realized that banditry has posed a serious threat to farming communities in the northern parts of the country, in April 2017, the Minister of Agriculture and Rural Development in conjunction with the Minister of Interior initiated the formation of a special unit of Agro-Rangers Corps to protect farmers and farming investments throughout the country (The Sun, 2017). The use of the Agro-Rangers was expected to forestall attacks on farmlands and boost farmer's confidence to work on their farms without fear of attacks, thereby guaranteeing the Federal Government food security plans through increase agricultural activities (NSCDC, 2020). In his speech, on June 12 Democracy Day, President Buhari announced the deployment of 5,000 Agro-Rangers to offer protection to farmers and farming investment across the country (Oyeleke, 2020).

In spite of this, in the month of May 2020, some farmers in Katsina state warned that the resurgence of nefarious activities of bandits if not properly checked by security agencies and state government, would create unprecedented food crisis due to decreased agricultural activities (Sardauna, 2020). Despite these efforts made by stakeholders (deployment of 5,000 Agro rangers corps, livestock transformation plan LTP) to curtail insecurity in the Northwestern part of the country, insecurity still persist manifesting itself in kidnapping, armed banditry, animal rustling and herder-farmers clashes affecting agricultural activities. In some places, farmers have claimed that armed bandits and kidnappers request for monthly or weekly payments so as to spare them and labourers in their farms. It is in the light of the above that this paper examines the effects of insecurity on

agricultural activities and government policies put in place to curtail the problem in order to enrich and fill the existing gap in literature.

Research Questions

1. To what extent do security challenges affect agricultural activities in Katsina State?
2. What are the Policy Responses towards Insecurity to help improve agricultural activities in Katsina State?

Research Objectives

The objectives of this research are:

- i. Examine the effects of insecurity on agricultural activities in Katsina State.
- ii. Examine the policy responses to insecurity in Katsina State.

Literature Review

Conceptualizing Security and Insecurity

Security according to Fisher and Green (2014) is a stable, relatively predictable environment in which an individual or groups may pursue its ends without disruption or harm and without fear of such disturbances or injury. Security in the lives of human can be described as stability and continuity of livelihood in a stable and steady manner with assured source of income for life sustenance, a situation where predictability of daily life activities can be predicted or guaranteed knowing what to expect. More so, protection from crime (feeling safe), and freedom from psychological harm (safety or protection from emotional stress which results from the assurance or knowing that one is wanted, accepted, loved and protected in one's community or neighborhood (environment) and by people around, (Ibrahim & Azubuike, 2014). It focuses on emotional and psychological sense of belonging to a social group which can offer one protection; with this composure we are sure to say one is secured.

Insecurity on the other hand, is the antithesis of security, the concept of insecurity is usually ascribed with different interpretations in association with the various ways in which it affects individuals. Some of the common descriptors of insecurity include: want of safety; danger; hazard; uncertainty; want of

confidence; doubtful; inadequately guarded or protected; lacking stability; troubled; lack of protection; and unsafe. We can therefore see it as a state of vulnerability to harm and loss of life, property or livelihood. A state of fear or anxiety refers to one lacking inadequate freedom from danger (Achumba *et al*, 2013). This definition reflects physical insecurity which is the most visible form of insecurity, and it feeds into many other forms of insecurity such as economic security and social security, education. Specifically, insecurity is manifested in the activities of bandits ranges from kidnapping to murder, robbery, rape, cattle rustling and the likes in Katsina State.

Conceptualizing Agricultural Activities and its Indicators in Katsina State Agricultural Activities:

Agricultural activities include animal rearing and crop cultivation with the aim of providing enough healthy foods to feed the world's population. Different types of agricultural activities are practiced in different parts of the world depending on climatic factors that determine the types of farmers that can practice them, such as subsistence farming, nomadic herding, commercial plantation, poultry, and so on (Katsina State Investor's Handbook, 2016).

About 5.6 million people of Katsina State are either directly or indirectly involved in one form of agricultural activity or another in the form of crop or livestock production, to increase the income of vast population of the citizenry in the state. The state has a lot of opportunities for investments in the sector considering its comparative advantage in agro-allied business enterprises. Available records from two (2) Boarder Markets (Jibia and Mai-ada) indicate a trade volume of about One billion three hundred million (N1.3billion) per annum from cereals alone (Katsina State Investor's Handbook, 2016).

Rain-fed Agriculture:

About One million six hundred (1.6m) hectares of land is devoted for crop cultivation in the state. On the basis of rainfall amount received, its distribution and other natural environmental conditions, the state may be divided into three (3) agro-ecological zones (Katsina State Investor's Handbook, 2016). This offers advantage of growing a wide range of crops as depicted in Table 1.

Table 1: Agricultural Production Status in Katsina State.

S/N	Agro-Ecological Production Zone	Av. Annual Rainfall (mm)	Length of Growing Season (days)	Approx. Area Under Cultivation (Ha)	Major Crops Grown
1.	Guinea Savannah	900-1,200	150-180	1,300,000	Maize, Sorghum, Rice, Sugar-cane, Cowpea, Soybeans, Cotton, Cassava, Peanuts, Potatoes, Sun flower, Fruits, Vegetables and Fodder crops.
2.	Sudan Savannah	750-900	120-150	1,400,000	Maize, Sorghum, Rice, Sugar-cane, Cowpea, Soybeans, Cotton, Sun flower, Cassava, Potatoes Peanuts, Fruits, Vegetables and Fodder crops.
3.	Sub-Sahel Savannah	600-750	90-120	500,000	Cowpea, Millet, Sorghum, Sesame, Soybeans, Cassava, Potatoes, Melon, Peanuts, Maize (early maturing/drought resistant), Fodder crops.

Irrigation Practices:

The state has ample supply of water, mostly from the surface and underground sources. The challenge is to meet the growing need to harness these sources to provide it for domestic, industrial, livestock and irrigation usage.

Irrigation calendar in the state begins where the rainy season terminates with cessation of rains. This is usually by the end of October. The irrigation season continues till commencement of rains in May of the subsequent year. There are currently 27 irrigation schemes with 5,277 ha land under irrigation in the state. Furthermore, another 21,289 ha is being irrigated under the floodplains (*Fadama*) practices. Considering an average of 0.25ha of irrigated land/person, it is estimated that there are 132,827 irrigation farmers across the state cultivating cereals, legumes and vegetables with an output of over N1.3 billion annually. This also has been greatly impeded by the activities of Bandits,

Table 2 shows a summary of irrigation activities within the state.

Table 2: Irrigation/Dry-season Farming Activities in Katsina State.

S/N	Irrigation Scheme	Reservoir Capacity (MCM)	Irrigable Area (Ha)	Major crops Grown
1.	Zobe	177	5,000	Maize, Wheat, Pepper, Onion, Tomatoes, Irish potatoes, Sweet potatoes, Citrus, Mangoes, Guava, Melon etc
2.	Jibia	140	3,400	Beans, Peanuts, Maize, Wheat, Pepper, Onion, Lettuce, Cabbage, Irish potatoes, Sweet potatoes, Pumpkin, Melon etc
3.	Sabke	62	1,000	Maize, Wheat, Pepper, Onion, Tomatoes, Irish potatoes, Sweet potatoes, Citrus, Mangoes, Guava, Melon etc
4.	Ajiwa	50	300	Maize, Wheat, Pepper, Onion, Tomatoes, Irish potatoes, Sweet potatoes, Citrus, Mangoes, Guava, Melon etc
5.	Mairuwa	45	200	Tomatoes, Pepper, Maize, Sugarcane, Onions, Banana, Irish potatoes, Citrus, Mangoes, Guava, Papaya, etc

6.	Gwaigwaye	42	1,500	Tomatoes, Pepper, Maize, Onions, Sugarcane, Banana, Irish potatoes, Citrus, Mangoes, Guava, Papaya, etc
7.	Gangara	42	320	Tomatoes, Pepper, Maize, Papaya, other fruits and vegetables etc
8.	Daberam	30	200	Maize, Wheat, Pepper, Onion, Tomatoes, Irish potatoes, sweet potatoes, Citrus, Mangoes, Guava, Melon etc
9.	Raddawa	NA	100	Tomatoes, Pepper, Maize, Papaya, other fruits and vegetables etc
10.	Ruwan-sanyi	NA	100	Tomatoes, Pepper, Maize, Banana, Sugarcane, other assorted fruits and vegetables etc
11.	Others	NA	35,000	Beans, Peanuts, Maize, Wheat, Sugarcane, Pepper, Onion, Lettuce, Cabbage, Irish potatoes, sweet potatoes, Pumpkin, Melon and several other fruits and Vegetables etc

In the area of fruit trees and orchard development, the state, because of its favourable tropical climatic conditions which permits crop production all year round and its abundant water resources, is poised to becoming a major producer of fruits for home consumption and export. An array of varieties of Mangoes, Citrus, Guava, Papaya, and Date palm are presently grown in small peasant holdings for local consumption as fresh fruits. This also has been impaired.

Livestock Production:

Livestock production and development is a vital component of economic activities of Katsina State. The state, with its suitable climatic conditions and other geo-ecological advantages, is conferred with a vast potential for animal rearing and marketing and falls within the 5 top ranking centres of livestock production in Nigeria. Due to its long history and tradition of rearing livestock dating back to antiquity, the state excels in ruminant animal production with capital asset of about One (1) million Cattle, Two (2) million Sheep and Three million (3) million Goats. Moreover, there is an estimated Three million (3) million Poultry; Two million (2) million fishes; Two hundred thousand (200,000) Rabbits; One hundred and sixty (160,000) Donkeys; Thirty Thousand (30,000) Camels and Twenty thousand (25,000) Horses. Recently, apiculture is also

gaining some ground. Local and international trade transactions with stakeholders in the state are to the tune of nearly Two billion (N2billion) per annum. All this is equally threatened in the face of banditry and cattle rustling.

Empirical Studies

In a study conducted by Eneji, Babagario, and Agri (2019) on the effects of insecurity on agricultural productivity in Balanga LGA, Gombe State, using the Ordinary Least Squares method of multiple regression analysis of time series data and using Agricultural Gross Domestic Product (AGDP) as dependent variable, while poverty (POV), unemployment (UNMP), crime rate (CR) and federal government recurrent expenditures on internal security (FREXIS) as independent variables. The OLS result indicated an R² value of 0.43 implying that 43% of the proportion of variation in AGDP was explained by the independent variables. Also, the result revealed that CR and UNMP were negatively related to Agricultural productivity (AGDP) whose coefficients stood at (-0.58) and (-0.38) respectively. Their study recommended that Nigeria's Executives make conscious efforts to revive and transform the agricultural sector from its largely subsistence state into a modern mechanized sector and as well a holistic rejuvenation and revamping of the security sector to ensure a relatively peaceful atmosphere that foster agricultural productivity and socioeconomic development. Our study employed network metaphor to make analysis of the effects of kidnapping and cattle rustling. Policies employed by government to curtail this menace will also be examined targeted at increasing agricultural activities.

Another study on impact of banditry on food security in Katsina State by Ladan and Matawli (2020) explained the impact of banditry on food security highlighting recent efforts of Government in tackling banditry to improve food security. Using focus group discussion involving two groups of five persons each from the LGAs that are affected by banditry like Jibia, Batsari, Safana, Faskari, and Dandume, the results show that banditry negatively affected food security in Katsina State due to the killings, kidnapping of farmers, chasing of farmers out of their farmlands, seizing of farmlands, theft of cattle, burning and raiding of grain silos, and blocking of local trade routes. Their study recommended that decisive measures should be adopted to tackle banditry for improved food security. Incidentally, our study is equally interested in the same.

Theoretical Framework

Relative Deprivation Theory of Insecurity by Gurr, T. R. (1970)

Relative deprivation theory is a middle range contemporary theory in social sciences that is linked to poverty and social segregation which are among the major causes of kidnapping and animal rustling. The theory dates back to ancient Greece and it is largely associated with Gurr (1970). Thus, drawing inspiration from the principle of Aristotle that revolution is driven by a relative sense or feeling of inequality rather than an absolute measure, where most youths were drawn into banditry group as a result of treatment received from the society that triggers them to join these groups. Gurr (1970) contends that instead of a total standard of deficiency, a breach between projected and accomplished wellbeing results in cooperative dissatisfaction. Therefore, the main root of human capacity for violence appears to be the frustration-aggression mechanism; the anger brought by frustration is an inspiring force that positions men to belligerence, regardless of its instrumentalities. Some of these cattle rustlers had been Fulanis whose cattle were rustled and now felt deprived of their possession and would go any length to recover. The relative deprivation is the term employed to signify the strain or tension that emerges from a disagreement between the ought and is of collective value satisfaction which Runciman (1966) prompts, as cited in Obah-Akpowoghaha (2013), defines the prerequisite of relative feels deprived of object X): individual A does not have X; individual A wants to have X; individual A knows of other persons who have X; individual A believes obtaining X is realistic.

The construct of this theory shows that systemic failure or structural defect in a given society is significantly connected with frustration and aggression which prompts criminality and violence. In Nigeria, federal government has realize that their inability to review the grazing ranches have contributed to violent conflicts between herders and farmers, which have now force the government to launch the NLTP scheme intending to restructure the system by in order to reduce cattle rustling as well as unemployment among the youth.

Methodology

The study made use of both primary and secondary data employing qualitative metaphor as analytical tool, hence metaphor provides an opportunity to examine phenomena from a unique and creative perspective. It can be used to provide structure to data, understand a familiar process in a new light, to identify situation-specific interventions and to evoke emotions (LeCompte, 2016). Interview has also used to source primary data from respondents sampled purposefully from the total population of 1,889,885 in Funtua Senatorial Zone to ensure representativeness and qualitative informants who are articulate, reflective

and willing to share the required information on role or functions of agricultural activities and security. Judgmental sampling techniques was employed to select a sample of five (5) stakeholders (government official, security forces and chairman Ja'a Abdulkadir market for face-to-face (FTF) interview, while two other chairmen of Nagarta Farmers Association and Danyabani Agro-farmers, Faskari were equally interviewed through Computer-mediate Communication (CMC) (WhatsApp media app). A report from Katsina State Emergency Management Agency (KASEMA) on the number of internally displaced persons from various local governments was also used to corroborate and validate findings from interview reports to ascertain process that occurred over time in a heuristic and hypothetical manner.

Results and Findings

Transcription of Interview report with Chairman Ja'a Abdulkadir Market, Director Security, Office of the Secretary to the State Government and security force, Central Police Station Funtua and two other farmers from Faskari, Katsina State.

Research Question 1:

1. Does insecurity affect agricultural activities in Katsina State?

The respondent responded this way;

Well insecurity inform of banditry has affected agricultural business in many ways, but as you can see how our market has become scanty in both human population and also the goods, we sale.

Insecurity has affected our business in the following ways:

- Shortage of agricultural business activities. All the businesses I mention to you have been affected drastically. The level of purchase by our customers have decrease likewise level of supply of goods by our suppliers who are mainly farmers and herders.
- Insecurity has displaced herdsmen from this area and that has cause shortage of livestock supply to the market. As I said earlier most of them have relocated to other places. It is a tradition that Fulani come to market with their livestock to sale and buy things they need on daily and weekly basis.
- There is hike in prices of all goods, due to scarcity in supply, all prices have been affected by the current security situations in this area.

- There is also disruption of farming activities due to fear of kidnapping and accessibility to some farm lands have reduced the quantum of fodder supplied to the market too. The fact is that many farmers like their counterpart herders are relocating to other parts of the country.
- The future of our business is at stake, we are just praying as people of faith and calling on governments and security forces to intensify their efforts to solve this insecurity problem.

Interview with Farmers in ‘Faskari’

- Report from interview with two (2) farmers through computer mediated communication from Faskari Local Government Area in Funtua Senatorial Zone of Katsina State because of wide geographical access, hard to reach population, close site access and access to dangerous or politically sensitive site reveal thus.

Question asked:

What is your opinion on how kidnapping and cattle rustling affected agricultural activities in Funtua and what are the policy measures put in place by government to check this?

Responses:

Question 1:

Both the two respondents responded that the act of insecurity in form of banditry has succeeded in destruction of our farming activities, as many of our colleagues have fled due to persistent attacks by the bandits in our villages abandoning their communities and farmlands.

From the policy angle respondents observe that the government has been consistent in terms of mobilizing security personnel in the area and that more intelligence is needed to support their efforts.

Research Question 2: ‘SGS office’

What are the Policy Responses put in place to forestall insecurity and improve agricultural activities in Katsina state?

The Director Security office of SGS Katsina State responded thus:

To curtail these insecurities, government of Katsina State has made some policies in response to the situation in the following ways:

1. Banning of motorcycles and tricycles, sanctioning of volunteers attacking Fulani in local markets and banning sale of roadside fuel products to motorcycles attacking frontline areas of Sabuwa, Faskari, Kankara and Dandume including Jibia, Batsari, and others.
2. Peace deals through negotiations and wooing of bandits with market stall and houses to end the insecurities.
- 3 Katsina state government approached Zamfara State government with intention of forming a committee to work in synergy to ending banditry.
- 4 The state government has also formed a security committee that was tasked with investigation on this menace. The committee which I am a member has visited various states affected by herdsmen-farmer crises and also banditry in order to find out strategies adopted by those State to curtail problem of this kind of insecurities. The state includes Benue, Taraba and Plateau.
- 5 Katsina State government has equally re-empower RERA/SEMA to register and cater for displace victims affected by the insecurity.

These were coded M₁ to M₅ in our analysis.

The quantum of resources expended:

Government of Katsina state has spent large amount of money that I cannot personally recall the exact total sum. But Sir, it was reported on 14th of September 2020 by Katsinapost.com.ng where the Secretary to the State Government said the state has spent over N4.2billion in the fight against insecurity. Well, that is SGS, but what I know as that the amount is much as at September 2020.

The associated problems in fighting insecurity includes:

- Problem of ethnicity and religion towards insecurity generally.
- Inadequate or prompt security meetings in some Northeast and Northwest states hinders security success.
- Politicization of security issues
- Paucity of funds as funds meant for other developmental needs are diverted for security use due to its priority.

Suggestions put forward by the interviewee:

- Government should address frontline local government with volunteers of at least 30 to 40 individuals to aid security operatives as they are better informed of their environment and its dwellers.
- There is need for value re-orientation and attitudinal change is needed to restructure the system, because it's same Nigerians as brothers, neighbors and friends that are behind the menace.

2nd Stakeholder (Security Force)

Interview guide on measures employed by the security forces as stakeholders to curtailing insecurity in Funtua Senatorial Zone, Katsina State, Nigeria.

Responses

1. The security forces were divided into two (2) formations in order to tackle insecurity and assigned different responsibilities like:

Table 4: Security formations and tasks assigned

Conventional force	Operational wings
<ol style="list-style-type: none"> 1. Intelligent gathering; we believe even harden criminals do come to cities to eat, flex, and enjoy 2. Investigation, and 3. Prosecution 	<ol style="list-style-type: none"> 1. Full time operations 2. Engage the bandits whenever they attack 3. They are assign to stay in strategic location which are prone to attack

2. Our major challenges are:

- Problem of logistics and other facilities to engage the bandits properly. It is obvious I will show you we have only one Armour Personnel Carrier (APC) in the whole of this zone which will be difficult to cover the whole zone considering the landmass or size and number of towns and villages.
- Problem of motivation to induce us to carryout operation.
- Fear of the future, as most of us will be afraid to die because of a family future; who will cater for them?
- Yes, despite claim for superiority a good cooperation is achieved as in working well with each other as we are all touched by the situation.

- Our operations affect agriculture activities; because we do advice farmers in the following ways which I think it does affect their activities of farming.
 - a. We sent out command restricting their freedom of movements.
 - b. We sometime tell them to stay away from certain areas/locations that will affect their farm products.
 - c. We advised them to grow crop that are not tall, crop that are found with short stem, e.g., groundnut, root crops, etc.

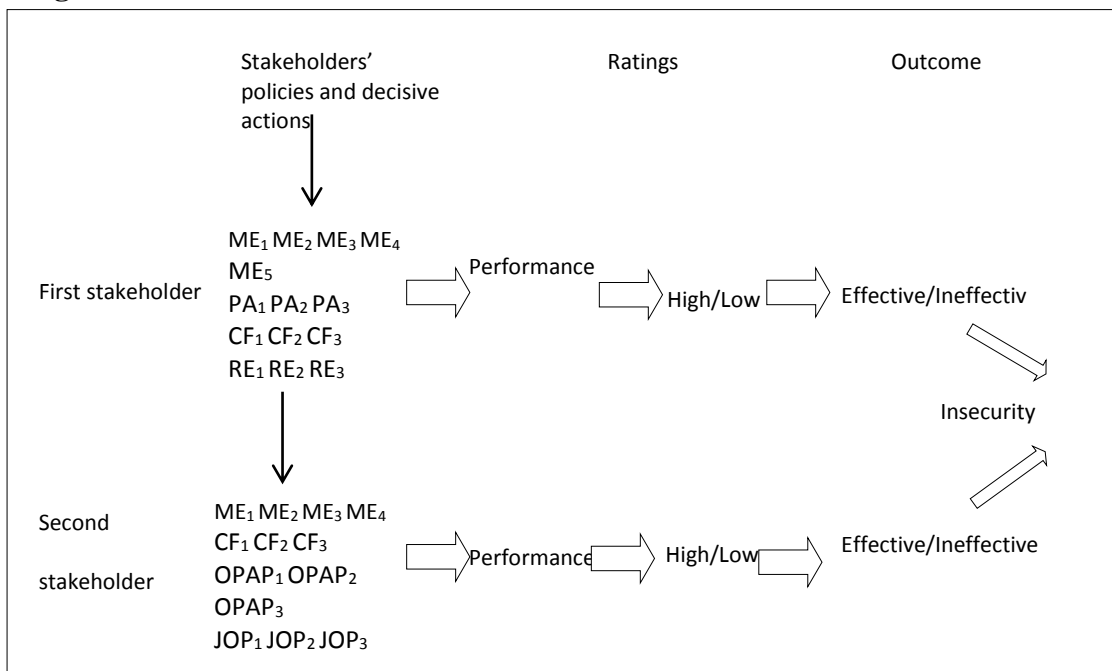
Research Question 2

Responses from both stakeholders were organized into categories and codes to ease analysis.

Data Analysis

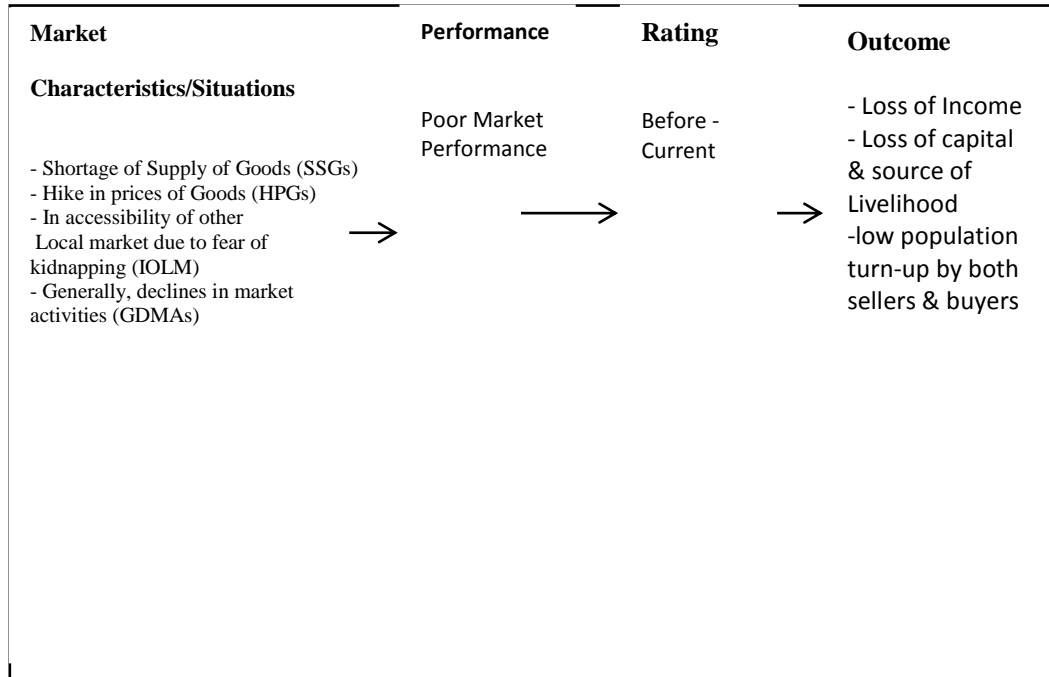
From the responses of these questions (codes, categories and themes are created). “Network” is employed to analyse the data, present it in a visually heuristic and hypothetical manner as used by qualitative researchers. Network is employed to reveal connections that will portray how successful such policies and actions are by the stakeholders over time, rated effective, ineffective, or low base on the outcomes.

Figure 1: Network model



The network above depicts connections, relationships of policies and actions taken by the two major stakeholders (government and security forces) to avert the kidnapping and cattle rustling by bandits directly (or indirectly) affecting agricultural activities in Katsina state. However, the decisions and actions of stakeholders can be rated either high or low base on outcome. ME1-5 are measures employed to avert activities of banditry, PA1-3 are prospects achieve from the measures employed, CF1-3 are challenges faced in the process, RE are resources expended by government as first stakeholder, while ME1-4 are measures employ by the security forces assign to tackle insecurity, CF1-3 are the challenges faced, OPAP1-3 are their operational activities and its effects on agricultural performance and JOP1-3 are the joint operational forces relationships, strength and cooperation. All these were explored to examine the connection and effectiveness of the policy responses by government to tackling insecurity as it affects agricultural activities and farmers in the Katsina. Incidentally, insecurity still persist as clearly depicted in the model.

Figure 2: Heuristic network model reveals effect of insecurity (K & C) in Ja'a Abdul Kadir Market Funtua, Katsina State.



The network model reveals the effects of insecurity on agricultural business in the Ja'a Abdulkadir market Funtua, Katsina state. It reveals market situations, performances, ratings, which has been high before the insecurity and its outcome. The situation shows that agricultural business is at stake due to disruptions in farming activities by the bandits, has resulted in re-locations of both farmers and herders to other parts of the country. The in ability of the investors in agricultural businesses to access other neighboring local markets due to fear of kidnapping contributes to shortening of stocks in the market and hike in prices of the little available stocks that discourages buyers.

**Table 6: Katsina State Agricultural and Rural Development Authority (KTARDA)
PRODUCTION FIGURES TONES**

S/N	CROP NAME/TONES	2016	2017	% Change	2017	2018	% Change	2018	2019	% Change	2019	2020	% CHANGE
1.	MAIZE	292.62	336.03	14.84	336.03	408.04	21.43	408.04	393.465	-3.57	2.08	230.60	-1.90
2.	RICE	174.82	199.75	14.26	199.75	225.05	12.66	225.05	235.06	4.45 1	1.85	379.41	-2.07
3.	MILLET	121.14	124.68	2.92	124.68	152.54	22.35 1	152.54	160.96	5.52	1.07	381.39	-1.04
4.	SORGHUM	364.69	372.16	1.19	372.16	389.23	4.59	389.23	385.29	-1.01	1.18	166.45	3.41
5.	TOMATO	98.39	106.05	7.79	106.05	119.43	12.61	119.43	134.50	12.62	2.93	120.15	1.64
6.	G/NUT	107.89	111.94	3.76	111.94	128.54	14.83 1	128.54	135.07	5.08	0.96	141.93	5.08
7.	COWPEA	107.95	111.49	3.29	111.49	116.30	4.31	116.30	118.21	1.64	0.91	38.56	3.12
8.	COTTON	26.18	26.94	2.91	26.94	27.66	134.41	27.66	28.66	3.62	0.41	17.84	6.06
9.	SESAME	174.82	199.75	14.26	199.75	225.05	12.66	225.05	235.06	4.45 1	1.85	379.41	-2.07
10.	SOYBEAN	28.36	29.10	2.63	29.10	37.22	21.82	37.22	37.39	0.46	0.74	29.72	3.69
11.	CASSAVA	316.61	341.28	7.79	341.28	439.04	28.64	439.04	418.8	-4.61	2.66	115.55	4.31
12.	ONION	81.5	94.8	16.4	94.8	102.61	8.24	102.61	106.945	4.22	2.76	145.81	8.41
13.	OKRO	15.4	17.1	11.5	17.1	16.52	-3.38	16.52	17.19	4.06	1.0	17.90	4.14

Source: www.naerls.gov.ng **Note: Percentage change is calculated thus:** Present year yields minus previous year yield divided by previous year multiply by hundred divided by one.

The above table shows agricultural activities in Katsina state; it is clear as shown in years before insecurity situation that performance was higher, meaning, there were more yields from their harvest than the years bedeviled with insecurities. The percentages changes in some crops are even negative like; Maize, Rice, Millets and others. These has been corroborated by our ratings from interview analysis and from of our network model as it depicts low performance and ineffectiveness of measures employed by stakeholders.

Table 7: Registered number of farmers displaced

S/N	Local Government	House Hold Populations				TOTAL
		Parents		Children		
		Males	Females	Males	Females	
1.	Bakori	0	0	0	0	0
2.	Danja	12	21	43	52	128
3.	Dandume	41	215	546	740	1542
4.	Faskari	1916	3733	4903	9097	19649
5.	Funtua	241	634	528	691	2094
6.	Kankara	82	1957	4119	6798	12956
7.	Manunfashi	0	0	0	0	0
8.	Kafur	0	0	0	0	0
9.	Musawa	0	0	0	0	0
10.	Matazu	0	0	0	0	0
11.	Sabuwa	165	611	692	1712	13180
Total:						49549

Source: SEMA 2021

The above table depicts records sourced from Katsina State Emergency Management Agency (KASEMA) on the number of internally displaced persons from various local governments under Funtua senatorial Zone of Katsina state, Nigeria.

Validity and Reliability:

In order to ensure rigour, the researcher employs stakeholders check (respondent validity) to ensure responses are not presented otherwise instead of being recorded. This helps us to have appropriate interpretation in our findings. However, the method and procedure of data collection and analysis are

reproducible and consistent as each step is explicitly explain from procedure, approach and analysis to justify why they are appropriately use within the context of this study. .

Discussions of Analysis and Interpretation:

It is obvious from the results of our findings that there are challenges in the course of the fight against insecurities and agricultural activities. This from stakeholders perspective have hindered success of policies employed by the government and operational strategies by the stakeholders (security forces in the field assign to control insecurity). it is the opinion of this work for government to step up these challenges, if the war against kidnapping and cattle rustling must be won.

Conclusion

Our findings from the interview reports, among internally displaced persons registered by SEMA through the use of networking reveals that insecurity affected agricultural activities in Funtua Senatorial zone of Katsina state as evident in low yields, loss of income, loss of sources of livelihood, displacement and relocation of the farmers' despite governments efforts .

Recommendations

1. Government should address front line local governments with volunteers to aid security forces.
2. There is need for value re-orientation and attitudinal change in order to restructure the system.
3. Government should improve the facilities of the security forces, provide adequate funding in order to motivate and encourage the fight against insecurity.
4. Government should negotiate from the position of strengths and have a common committee to be enforced by the federal government from both states affected.
5. Government should assist the farmers and agricultural investors that lost their capital as a result of banditry.

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Effects of Insecurity on Agricultural Activities in Katsina State, Nigeria.

Assessment of the Effect of Compensation on Job Satisfaction of Academic Staff
in Selected Universities in Nigeria

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Abstract

This study is an assessment of the effect of compensation on job satisfaction among academic staff in selected universities in Nigeria. One of the most challenging tasks in organization management is the ability of management to provide conducive atmosphere that would enrich the job satisfaction of workers in order to make them have passion for their work. In 2009, the Federal Government, after negotiations with the Academic Staff Union of Universities (ASUU), came up with an upgraded salary structure; "Consolidated University Academic Staff Salary Structure (CONUASS)" made up of the basic salary, peculiar and other allowances for the academic staff in Nigerian universities with the aim of ensuring adequate compensation capable of making the academic job satisfactorily more attractive. Academic job satisfaction would ensure attraction of the best brains both within and abroad to joining Nigerian universities. This paper is an examination of the effect of compensation package of the Nigerian universities on job satisfaction among academic staff in the selected Nigerian universities. The research used cross-sectional survey where instruments for data collection were interview and questionnaires. Regression Analysis was used to test the hypothesis. SPSS version 20.0 was used to run the analysis. The findings of the research revealed that compensation has no significant effect on job satisfaction among academic staff. It was therefore recommended that the academic job itself should be enriched and made more flexible while academic freedom should be enhanced. This would facilitate research and career progression and personal development of academic staff in the Nigerian universities.

Key words: Compensation, Job Satisfaction, Academic Staff, Pay Package, Nigerian Universities

Introduction

University can be fully successful and the terms of employment for the profession must provide a career structure that will attract and retain the best and brightest teachers as well as researchers and encourage them to do their work best. Despite the fact that the academic profession is at the core of the university, the professorate has suffered a decline in status and remuneration in many countries, at the time when higher education has moved to the center of global knowledge society.

Without strong, well-educated and loyal professors, no academic institution or higher educational institutions can succeed. Academic staff are now facing huge challenges ranging from increasing levels of student entry into universities, increasing pressure for accountability, and increasing global competition for talent. In addition, academic staff are required to deal with the broad needs of a more diverse needs from the society. Deteriorating employment conditions, falling wages, and threats to job security have made academic careers less attractive to young scholars in some countries, while other countries have made concerted efforts to increase the attractiveness of wages and working conditions. (Altbach, Yudukevich, Androushchak and Pachaco 2012).

The issues of concern mainly include key elements such as wages, remuneration, terms and conditions of academic work and core academic appointments. In most countries, academic staff supplement their wages with additional income from teaching overload, research productivity, non-academic work, teaching at multiple institutions, or administrative services. Universities in most countries nowadays are in crisis, partly because of the risks faced by the academia (Altbach, 2012). Therefore, this research work aims to determine the effect of university academic staff salaries on job satisfaction towards the integration of academic staff in the Nigerian universities.

Most university lecturers in Nigerian universities are unhappy, uninspired, and unmotivated. As reiterated by the World Bank report (2014) and cited by Lope (2014), about 23,000 qualified academics migrate from Africa each year in search of better working conditions. The report estimates that about 10,000 Nigerians are employed in American universities alone. The study pointed out reasons not favoring the teaching profession, to include low wages, lack of promotion opportunities, unsatisfactory leadership behavior, diverse workloads, student discipline issues, uncooperative colleagues and unfavorable work environment.

There is no doubt that the lack of good working conditions and incentive mechanisms has led to low morale of lecturers, which in turn leads to poor student academic performance.

Academic work is one of the most challenging and important tasks. It determines the manpower supply as inputs into the various sectors of the economy. However, despite its importance, the salary scheme for academic staff in Nigerian universities is very poor compared to other countries in the world, with the highest paid academic staff earning a monthly salary of US\$1,393 (N501, 680.25). Of CONUASS. In the same vein, academic staff job satisfaction is a key component that makes academic work more attractive, and there are many variables that affect the level of job satisfaction. In this study, we will investigate how compensation affects the job satisfaction of academic staff in selected Nigerian universities.

The objective of this paper is to examine the effect of compensation package of the Nigerian universities on job satisfaction among academic staff in the selected Nigerian universities.

Hypothesis

Ho: Our hypothesis states that “the compensation package of the Nigerian university system does not significantly affect job satisfaction of academic staff in the selected Nigerian universities”.

This study was carried out in three (3) selected universities: Ahmadu Bello University, Zaria; Kaduna State University, Kaduna; and Al-Qalam University, Katsina. These universities are selected being Federal, State and Private respectively. The choice is made to find out possible variations in the compensation policy and practices in these federal, state and private universities. This will assist the researcher to find out how these variations, if there is any, affect the attraction of academic staff in the selected universities.

Review of relevant Literature

Job Satisfaction

Work is an activity that is often exchanged for remuneration for life. One can resume to work by becoming an employee, lecturer, volunteer, or even starting a business on his own. The duration of work can range from temporary (for example, part-time work) to lifetime. Work life is an important part of our daily

life, which can cause a lot of stress. Due to the competitive nature of the working environment, most people spend most of their time at work (Ahsan et al., 2009). The efficiency, quality and behavior of their work depend on their job satisfaction.

Locke (1969) defines job satisfaction as "emotional states related to positive or negative evaluations of work experience." It may be related to performance, organizational productivity, and other issues, including personnel turnover and absenteeism (Toker, 2011). Employees who are satisfied with their work have a positive attitude towards it, while those who are dissatisfied have a negative attitude towards it (Robbins, 1993). For example, if people are satisfied with their work due to their daily activities, work environment, salary, and communication, they tend to have a positive impact on the organization. Employees' satisfaction can increase productivity, reduce employee turnover and increase creativity and commitment (Ahsan et al., 2009).

On the other hand, if they are not satisfied with their work, this may have a negative impact on the organization. They may not perform tasks well, and the quality of their work may not be efficient. A university is one of the higher institutions of learning that aims to promote learning and provide knowledge, skills and experience to learners or the public. It is considered to be the highest source of knowledge and institution for training skills and disciplines in different areas of life (Stankovsk et al., 2017).

Machado-Taylor et al. (2010) found that the job satisfaction and enthusiasm of lecturers play an important role in promoting the quality of the organization and the positive results of student learning. An active and healthy university structure can improve the job satisfaction and motivation of lecturers (Stankovsk et al., 2017). However, knowing whether lecturers are satisfied or dissatisfied with their work can lead to improvements and innovations in their teaching (Duong 2013). For example, if lecturers are satisfied with their work, they are more likely to show up at work, perform at higher level and stay in their profession (Daft, 2005). On the contrary, job dissatisfaction will appear, job performance will decline and that will positively affect the contribution to the education sector (Masum, Azad, & Beh, 2015).

There are other factors, such as salary, benefits, work environment or workload, but colleagues and students may have the most influence. In the case of colleagues, teachers need to communicate with each other to complete their work

and exchange ideas for professional development. If they lack communication or interaction, this may lead to a lack of professional insights, resulting in low teaching efficiency, and no motivation to stay in their professional field to gain academic advancement. As far as students are concerned, students develop their thinking skills through interaction with other students, adults, in this case, lecturers and the physical world (Bozeman & Gaughan, 2011). (Wertsch, 1997).

Lack of communication or interaction with teachers may have a negative impact on students' learning attitudes and learning abilities, resulting in unsatisfactory academic performance. Therefore, it may reduce the satisfaction of teachers and students. In higher education, most studies emphasize that students are "customers" and assess their satisfaction/dissatisfaction with the study plan (Cascio, 1985). But they generally ignore the teacher's job satisfaction. Although the satisfaction of many employees is satisfied, few people resonate with university professors or academic staff (Ward & Sloane, 1998).

As Sarunya & Manassaphorn (2019) observes, many people might see that undergraduate teaching is only a lecturers' job. However, that is not true. Lecturers' jobs are more than that. Their jobs include conducting research, writing and academic service. One major satisfaction of being a lecturer is work itself. According to Marston and Brunetti (2009), professors' source of satisfaction comes from their being able to learn and grow themselves. They see that teaching is like gardening because every year they receive a new chance and also meet challenges that keep them growing in different ways. Also, they pointed out the passion and joy for subjects could drive the relationships with students and dedication in teaching.

Compensation

Salary, also known as reward system, is an important subsystem in personnel management. Employees are employed in the organization and use their time, effort, energy and expertise to work hard to achieve organizational goals. Therefore, employees' contributions should be rewarded enough to enable them to meet their personal needs, such as economic, psychological, social and growth needs.

Many years ago, especially in the 21st century, many scholars or management scientists tried to understand the concept of salary from different perspectives.

Their papers have been explored and applied in management theory and practice, as well as various government and business organizations.

Schuler (1990) in his words said that compensation is an activity for an organization to evaluate employee contributions in order to distribute fair direct and indirect monetary and non-monetary rewards within the scope of the organization's ability to pay and within the scope allowed by the organization and by law. Schuler (1990) recognized the importance of legal provisions in providing incentives to workers, which is important for administrative management. For this reason, compensation is not an employer's choice, but a legal compulsion.

Hale and Goodale (1986) believe that salary is money and benefits that organizations give to employees in exchange for work. Sirait (2006) defines compensation as what employees accept, whether it is financial or non-financial. It is a reward for the contribution of employees to the organization. Salary administration is a very important activity to make employees satisfied with their work. Salary can capture or create and maintain productivity. Without adequate compensation, existing employees will often leave the organization, and the organization will find it difficult to replace those workers, especially in terms of external sources of recruitment. Salary is all the rewards that employees receive for their contributions to the company or organization.

Amoka (2020) wrote an article on salary, attraction and retention of academic staff in Nigerian universities. He insisted that the two issues that have plagued ASUU's struggles for many years are improvement in the welfare of university staff and providing appropriate funding to cultivate better-skilled graduates who can benefit the country's development anywhere in the world. The welfare aspect of his argument is that by providing adequate compensation to academic staff in Nigerian universities, the lecturer's mind will no longer consider leaving the academic work of Nigerian universities and look for greener pastures.

When Amoka (2020) tried to explain the importance of salary in attracting and retaining high-quality academic staff in Nigerian universities, it raised some basic questions: How do you plan to attract British scholars to Nigeria, where an average Professor earns less than the stipend that their PhD students earn overseas? Unlike the Ministries, the university is a universal system designed to attract international scholars and be able to retain their best talent and protect the system from brain drain.

It can be recalled that most of the lecturers who studied abroad from the 1960s to the early 1980s came back willingly and happily. He further emphasized that until the early 1980s, the salary of Nigerian university staff was relatively competitive with other universities in the world. This is why we had several international scholars in Nigerian universities. The international perspective of a university contributes to its global ranking among the best universities in the world. In view of his comments as expatiated above, the university scholars must be compensated to attract and retain the best talents to work with the system.

Osinbajo et al. (undated) suggested that the rate at which Nigerian private university employees jump from one university to another is becoming more and more disturbing. This may be due to different universities trying to attract capable employees. The purpose of their research was to examine the impact of compensation packages on the performance and retention of employees at selected private university in Ogun State, southwestern Nigeria. A model was developed and tested using 111 valid questionnaires completed by academics and non-academic staff at the university. Simple percentages supported by the structural equation model to carefully analyze the collected data to test possible assumptions and relationships between the variables under consideration. The results show that there was a close relationship between the compensation plan and employee performance and retention rate. The summary of the survey results shows that there was a strong correlation between the dependent and independent variables (salaries, bonuses, rewards, allowances, and fringe benefits). However, management and decision makers should strive to review compensation plans at all levels in order to win employee satisfaction and prevent high.

Onah and Anikw (2016) digested more about the task of attracting and retaining academic staff in Nigerian universities. They observed that the prominent role of Nigerian universities in providing and developing the human capital needed for the social, economic and technological progress of any country cannot be overemphasized. Due to its unique nature, universities are expected to become a treasure trove of the most professional and skilled intellectuals. They are designed to serve as a wood storage room for knowledge to cultivate the country's manpower needs, thereby satisfying the people's desire for a better and humane society.

However, Onah and Anikw (2016) observed that Nigeria's universities are threatened for failing to attract and retain professional, skilled, and knowledgeable

academic staff for several key but avoidable reasons. Their paper explored the determining factors that influence the attraction and retention of academic staff in Nigerian universities. Problems such as brain drain, gender gap, unattractive remuneration package, and inadequate training and development have been identified as issues that affect the attraction and retention of high-quality academic staff. Providing a good learning and working atmosphere, work flexibility, recognition, rewards and compensation, and effective staff training and development are all feasible strategies to help increase the attractiveness and retention rate of Nigerian universities for high-quality academic staff.

Methodology

This research is a cross-sectional survey in nature where by the instruments for data collection were questionnaires and interview. The questionnaires developed were distributed to the target academic staff of the areas of study. The choice of the cross-sectional survey would enable the researcher to have variety of data from different sources in that one set of data would complement/support the other. The target population for this study consists of all the academic staff of the three selected universities; Ahmadu Bello University, (A.B.U), Zaria; Kaduna State University; and Al-Qalam University, Katsina. The choice of these universities is to have representation of federal, state and private universities and to enable the researcher have as much variety of data as possible. On the other hand, academic staff were chosen as the target population due to the fact that, the flexibility of academic job makes it have better opportunity to mobility from one university to another university or organization.

Table 1: Population Size of the Study

S/N	University	Population of Academic Staff
1	Ahmadu Bello University, (A.B.U), Zaria	2,993
2	Kaduna State University, Kaduna	679
3	Al-Qalam University, Katsina	259
Total		3,931

Source; Extracted from Registry Departments of the case study universities (2019)

Judgmental sampling technique was adopted in which case an attempt was made to select those experienced staff who have relatively worked for at least Ten (10) years in the university system.

In the determination of sample size of this study, we adopt the Sample Size Calculator of Creative Research System, a statistical consultancy. (Visit <https://www.surveysystem.com/sscalc.htm>).

After the above sampling technique has been adopted, Three Hundred and Forty-Eight (348) is derived as the total sample size of the study. To apportion the sample size to the selected universities, we adopted the following ratio formula;

$$x = px \div pt \times ss$$

Where; x = case study university

px = population of case study university

pt = total of case study universities

ss = sample size

Therefore, we apportion the sample size of Three Hundred and Forty-Eight (348) to the selected universities using the above formula in the following manner;

*Ahmadu Bello University, (A.B.U), Zaria;

$$A.B.U, ZARIA = 2993 \div 3931 \times 348 = 264$$

*Kaduna State University;

$$KASU = 679 \div 3931 \times 348 = 60$$

Al-Qalam University, Katsina;

$$Al - Qalam = 259 \div 3931 \times 348 = 23$$

Table 2: Sample Size of the Study

S/N	University	Academic Staff	Sample Size
1	Ahmadu Bello University, (A.B.U), Zaria	2,993	265
2	Kaduna State University	679	60
3	Al-Qalam University, Katsina	259	23
Total		3,931	348

Source; Extracted from Registry Departments of the case study universities (2019) and *Sample Size Calculator of Creative Research System*, a statistical consultancy. Visit

Data were collected and analyzed for the purpose of this study. This enabled the researcher to have, as many as possible, access to both quantitative and qualitative data for testing the hypotheses already formulated and making further inference.

The distribution of the questionnaires was done to each of the selected university based on its population size and subsequently the sample size.

The target respondents who were the academic staff were served with the questionnaires by the Researcher and the Research Assistants during lectures periods while some were targeted in their various offices. Regression Analysis as the analytical statistical tool was used to test the hypotheses at 5% Level of Significance. This tool would enable the research to examine the nature and extent of the effect of compensation the variables of integration under investigation. Also, Statistical Package for Social Science (SPSS) was employed in running the data and testing the hypotheses. In other words, the use of Regression Analysis helped the researcher to unravel the nature, strength and significance of dependence of job satisfaction on compensation in this research.

Results and Discussion

After the data were collected, sorted and cleaned, the variables were coded as thus;

1. Compensation=COMP
2. Attraction=JBST

Decision Rules

The above hypotheses formulated would be tested using Linear Regression Analysis through the following decisions;

1. The hypotheses will all be tested at 5% level of significance
2. If the P-Value is less than 0.05 (5%), it implies significance. Thus, we reject the null hypothesis (Ho).
3. If the P-Value is greater than 0.05 (5%), it implies no significance. Thus, we accept the null hypothesis (Ho).

Test of Hypotheses

In the course of hypotheses testing, the main hypothesis was further broken into sub-hypotheses in order to be tested in each of the case study areas. This would enable the researcher to make comparative analyses to adequately examine possible variations of the results from the selected case study universities.

Therefore, under the main hypothesis, we will have three (3) sub-hypotheses as follows;

Ho: The compensation package of the Nigerian university system does not significantly affect job satisfaction of academic staff in the selected Nigerian universities.

Ahmadu Bello University, Zaria

Ho5(a): The compensation package of the Nigerian university system does not significantly affect job satisfaction of academic staff in Ahmadu Bello University, Zaria.

Table 5.84 **Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.853	.232		7.986	.000
	COMP	.090	.096	.057	.939	.349

a. Dependent Variable: JBS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.198 ^a	.186	.182	.63942

a. Predictors: (Constant), COMP

The effect of compensation on job satisfaction of academic staff in Ahmadu Bello University, Zaria shows that the (Beta= 0.090, t-Stat= 0.939, and P-Value= 0.349). This result revealed that the compensation though is positive but insignificant to job satisfaction. This fails to reject the null hypothesis. Therefore, it is established that compensation package does not have significant effect on job satisfaction of academic staff in Ahmadu Bello University, Zaria.

The value of R Square of Ho5(a) in the Model Summary table above shows 0.186 which means the level of how Compensation explains Job Satisfaction in Ahmadu Bello University, Zaria. That means compensation has explained standard of living by about 19% in Ahmadu Bello University, Zaria.

Kaduna State University

Ho5(b): The compensation package of the Nigerian university system does not significantly affect job satisfaction of academic staff in Kaduna State University.

Table 5.85 **Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.654	.216		7.672	.000
	COMP	.146	.086	.055	1.697	.278

a. Dependent Variable: JBS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 ^a	.232	.228	.42942

a. Predictors: (Constant), COMP

The effect of compensation on job satisfaction of academic staff in Kaduna State University shows that the (Beta= 0.146, t-Stat= 1.697, and P-Value= 0.278). This result revealed that the compensation though is positive but insignificant to job satisfaction. This fails to reject the null hypothesis. Therefore, it is established that compensation package does not have significant effect on job satisfaction of academic staff in Kaduna State University.

The value of R Square of Ho5(b) in the Model Summary table above shows 0.232 which means the level of how Compensation explains Job Satisfaction in Kaduna State University. That means compensation has explained Job Satisfaction by about 23% in Kaduna State University.

Al-Qalam University, Katsina

Ho5(c): The compensation package of the Nigerian university system does not significantly affect job satisfaction of academic staff in Al-Qalam University, Katsina.

Table 5.86 **Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.433	.396		6.151	.000
	COMP	.285	.199	.243		

a. Dependent Variable: JBS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.225 ^a	.212	.208	.41299

a. Predictors: (Constant), COMP

The effect of compensation on job satisfaction of academic staff in Al-Qalam University, Katsina shows that the (Beta= 0.285, t-Stat= 1.432, and P-Value= 0.72). This result revealed that the compensation though is positive but insignificant to job satisfaction. This fails to reject the null hypothesis. Therefore, it is established that compensation package does not have significant effect job satisfaction of academic staff in Al-Qalam University, Katsina.

The value of R Square of Ho5(c) in the Model Summary table above shows 0.212 which means the level of how Compensation explains Job Satisfaction in Al-Qalam University, Katsina. That means compensation has explained Job Satisfaction by about 21% Al-Qalam University, Katsina.

In summary, the beta values of Ahamdu Bello University, Zaria, Kaduna State University and Al-Qalam University, katsina show 0.090, 0.146 and 0.285 respectively. This means that in the three selected universities (Ahamdu Bello University, Zaria, Kaduna State University and Al-Qalam University, katsina), compensation has no significant effect on job satisfaction of academic staff.

Moreover, compensation has more effect on job satisfaction of academic staff in Al-Qalam University, Katsina than in Kaduna State University and Ahamdu Bello University, Zaria.

Though a number of scholarly submissions have confirmed that compensation has significant effect on job satisfaction (Mabaso & Dlamini, 2017) & (Prasetio &

Agathanisa, 2019), the result in this research shows that compensation does not have significant effect on job satisfaction. This is partially supported by Herzberg's submission as reported by Ewen, Smith, & Hulin, (1966) that salary is not a satisfier or a motivation factor.

In all the three selected universities (Ahamdu Bello University, Zaria, Kaduna State University and Al-Qalam University, Katsina), compensation has no significant effect on job satisfaction of academic staff. Since salary is not a factor that enhances job satisfaction among academic staff in all the selected universities with no exception, it was observed that the nature, flexibility, and passion for academic job constitute greater proportion that determines job satisfaction.

Discussion of Findings

The outputs of statistical results of Ahamdu Bello University, Zaria, Kaduna State University and Al-Qalam University, Katsina show P-Values of 0.349, 0.278 and 0.072 respectively which implies that compensation has no significant effect on job satisfaction of academic staff in all the three selected universities (Ahamdu Bello University, Zaria, Kaduna State University and Al-Qalam University, Katsina)

Recommendations

It is established in this research that compensation has no significant effect on job satisfaction. Therefore, the academic job itself should be enriched and made more flexible while academic freedom should be enhanced. This would facilitate research and career progression and personal development of academic staff in the Nigerian universities.

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Assessment of the Effect of Compensation on Attraction of Academic Staff in
Selected Universities in Nigeria

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Abstract

This study is an assessment of the effect of compensation on attraction of academic staff in selected universities in Nigeria. One of the most challenging tasks in organization management is the ability of the management to attract the best brains among many that would put in their best during the course of discharging their duties and to prevent premature leaving of workers from the organization. In 2009, the Federal Government, after negotiation with the Academic Staff Union of Universities (ASUU), came up with an upgraded salary structure; "Consolidated University Academic Staff Salary Structure (CONUASS)" made up of the basic salary, peculiar and other allowances for the academic staff in Nigerian universities with the aim of ensuring adequate compensation capable of attracting and retaining quality academic staff in the Nigerian universities. After a while due to rising level in inflation, the salary was rendered inadequate. To this end, the introduction of the CONUASS did not achieved the desired result of ensuring a fair compensation package for the academic staff in the Nigerian universities and attraction of the best brain within the local environment and abroad. Nigeria is placed among the group of countries with low pay for university academic staff and high rate of brain drain among academics leaving their university system for other universities abroad and high paying public sector agencies. The objective of this paper is to examine the effect of compensation package of the Nigerian universities on attraction of quality academic staff into selected Nigerian universities. The research used cross-sectional survey where the instruments for data collection were interview and questionnaires. Linear Regression Analysis of SPSS 20.0 was used to test the hypothesis. Findings revealed that compensation had significant effects on attraction of quality academic staff in Ahamdu Bello University, Zaria and Kaduna State University. On the other hand, result in Al-

Qalam University, Katsina, showed that compensation had no significant effect on attraction of academic staff into the university. In order to ensure that quality academic staff both from local and international environments are hired into Nigerian universities, pay package for academic staff should be reviewed periodically. To this, as against the traditional way of constitution of negotiation and renegotiation committees which were normally set up as a result of industrial action(s) by university unions, a special presidential standing committee should be constituted and be given mandate of due periodic review of academic staff salaries without recourse to industrial action. In order words, the government should be proactive rather than reactive in review of university lecturers' salaries

Key words: Compensation, Attraction, Academic Staff, Pay Package, Nigerian Universities

Introduction

Effective human resource management constitutes an important part in Higher Education Management (HEM). The higher educational institutions play very important role in the society in terms of social values redefinition, socialization, research and supply of manpower to the critical sectors of the economy and the society at large. Human resources in any organization, be it public or private, is the active agent which turns the financial and material resources around toward the achievement of the general organizational goals. In higher institutions of learning, the academic staff is the backbone that performs the line functions and are directly involved in the central work of these institutions. The university system, involves the core values of the university; teaching, research and community service. The service staff, on the other hand, are involved in assisting the line staff with special advice on expertise services such as human resource management, accounting, public relations, technical and the legal services to meet the organizational objectives. In each case, the services of both line and service staff are necessary to the survival of and smooth operation of higher institutions. The management of such institutions must provide a framework and strategies in order to attract the best brains to join the institutions. All this can be achieved through maximization of the welfare (better compensation package) of university lecturers in order to attract local and international scholars in order to keep their best brains and equally protect them from brain drain (Amoka, 2020). Thus, with the outcome of the 2009 Federal Government-ASUU Agreement, a new salary structure for the university academic staff (CONUASS) was introduced to ensure attraction of quality academic staff as well as maximization of their welfare. In spite of the introduction of the CONUASS to ensure fair compensation package, Nigerian universities have been placed among the group of countries with low pay among university academic staff. (Altbach et al, 2012). A research question in this regard has been raised thus: To what extent does the compensation package of the

Nigerian universities affect attraction of quality academic staff into the selected Nigerian universities?

This paper is to examine the effect of compensation package of the Nigerian universities on attraction of quality academic staff into Ahmadu Bello University, Zaria; Kaduna State University, Kaduna; and Al-Qalam University, Katsina, selected on basics of Federal, State and Private universities respectively.

Hypothesis

Ho: The compensation package of the Nigerian university system has no significant effect on attraction of quality academic staff into the selected Nigerian universities.

Review of Relevant Literature

Attraction

Attraction is a process and technique involved in searching for prospective employees and stimulating them to join an organisation. The job-seekers too, on the other hand, are in search of organisations offering them employment. In simple words, the term attraction refers to discovering the source from where potential employees may be selected. The scientific attraction process leads to higher productivity, better wages, high morale, reduction in labour turnover and enhanced reputation. It stimulates people to apply for jobs (Onah & Anikw, 2016).

Attraction is concerned with reaching out and ensuring a supply of qualified personnel and making out selection of requisite manpower both in their quantitative and qualitative aspect. It is the development and maintenance of adequate manpower resources. This is the first stage of the process of selection and is completed with placement.

According to Flippo, as cited by Onah, F.O& Anikw, O.S. (2016). It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organisation.” He further elaborates it as he terms it both negative and positive. It is often termed positive in that it stimulates people to apply for jobs, to increase the hiring ratio, i.e., the number of applicants for a job. Selection, on the other hand, tends to be negative because it rejects a good number of those who apply, leaving only the best to be hired.

Attraction is the process of discovering the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

Attraction forms the first stage in the process which continues with selection and ceases with the placement of the candidates.

In personnel recruitment, management tries to do far more than merely fill job openings. As a routine the formula for personnel attraction would be simple i.e., just fill the job with any applicant who comes along.

Compensation

Compensation is a vital aspect in personnel administration. Employees are employed in an organization to deploy their potentials, times, efforts, energies and expertise to work towards the attainment of organizational goal(s). Therefore, employees deserve commensurate reward for their contributions which enables them to satisfy their personal needs such as economic, psychological, and social needs as well as their carrier progression and growth. Years back, especially within the 21st century, numerous scholars or management science have attempted to understand the concept of compensation from different points of view, and their submissions have long been explored in the academia and applied in the theory and practice of management, and various government and business organizations.

In his words, Schuler (1990) observes that, compensation is the activity by which organizations evaluate the contribution of employees in order to distribute fairly direct and indirect, monetary and non-monetary rewards within an organization's ability to pay and within what is allowed by legal regulations.

Hale and Goodale (1986) opined that compensation is the money and benefits that organizations give employees in exchange for work. Sirait (2006) defined compensation as something accepted to employees, whether in financial or non-financial forms. It is a reward for employee's contribution to organization. Management of compensation is a very important activity to make employees quite satisfied in their work. Compensation can acquire or create and maintain productivity. Without adequate compensation, existing employees tend to leave the organization and organizations will have difficulty in replacement, especially in recruiting.

Amoka (2020) writes on the issue of compensation and attraction as well as retention of academic staff in the Nigerian universities. He maintained that two issues that have dominated the ASUU's struggles over the years have been the improved welfare for university workers as well as proper funding to train better skilled graduates that can compete favourably anywhere around the world for national development. The welfare aspect of his argument is that through adequate compensation for the academic staff in the Nigerian universities, lecturers' minds will be taken off of leaving academic job in the Nigerian universities for a greener pasture.

In his attempt to explain the importance of compensation on attraction and consequently retention of quality academic staff in Nigerian universities, Amoka (2020) asked some fundamental questions: How do you intend to attract a scholar from the UK to Nigeria, where an average Professor earns less than the stipend that their PhD students earn overseas? Why is ASUU so bothered about the welfare of University Lecturers? Yes! Universities, unlike the ministry, is a universal system that is meant to attract international scholars and be able to keep their best brains and protect the system from brain drain.

It can be recalled that most of the Lecturers that travelled abroad for study fellowship between 60s and early 80s returned willingly and happily because their system was relatively comparable to what we had. He went further to stress that Nigerian Universities staff earned relatively competitive salaries with the rest of the world universities up till the early 80s. That was why we had several international scholars across the universities in Nigeria then. The international outlook of a university contributes to its global ranking of world best universities. In light with his above submission, compensation for the academics in the universities must be made to attract and retain the best brain to work with the system.

Osinbajo, et al (undated) submitted that the rate at which employees in private universities in Nigeria jump from one university to the other is becoming more disturbing and this could be as a result of compensation packages of different universities to attract competent employees. The aim of their study was to examine the effect of compensation packages on employees' job performance and retention in a selected private University in Ogun State, South-West Nigeria. A model was developed and tested using one hundred and eleven valid questionnaires which were completed by academics and non-academic staff of the

university. The collected data were carefully analyzed using simple percentage supported by structural equation modelling to test the hypotheses and relationships that may exist among the variables under consideration. The results showed strong relationship between compensation packages and employees' performance and retention. The summary of the findings indicates that there was strong correlation between the tested dependent and independent variables (salary, bonus, incentives, allowances, and fringe benefits). However, management and decision makers should endeavour to review compensation packages at various levels in order to earn employees' satisfaction and prevention of high labour turnover among the members of staff.

Folayan, (1997). Observes "However, the act of hiring a man carries with it the presumption that he will stay with the company-that sooner or later his ability to perform his work, his capacity for job growth, and his ability to get along in the group in which he works will become matters of first importance." Because of this, a critical examination of attraction methods in use should be made, and that is the purpose of this part.

Onah, and Nikw (2016) digest more on the task of attraction and retention of academic staff in Nigeria universities. They observed that the salient role of Nigeria universities in the provision and development of human capital required for the social, economic and technological advancement of any nation cannot be over-accentuated. By their inimitable nature, universities are expected to be a repository of the most specialized and skilled intellectuals. They are meant to serve as enging rooms of knowledge for nurturing the manpower needs of the nation and hence for satisfying the aspirations of the people for a good and humane society. However, it was observed by Onah and Anikw (2016) that the universities in Nigeria are being threatened by their inability to attract and retain specialised, skilled and knowledgeable academic staff due to several crucial but avoidable reasons. Their paper intend to identify the factors affecting the attraction and retention of academic staff in Nigeria universities. The problem of brain-drain, gender gap, unattractive salary package and lack of adequate training and development were identified as the problems influencing the attraction and retention of quality academic staff. Provision of good learning and working climate, job flexibility, recognition, rewards and compensation, effective employee training and development were offered as viable strategies to help enhance the attraction and retention of quality academic staff in Nigeria universities.

Methodology

This research is a cross-sectional survey in nature where by the instruments for data collection were questionnaires and interview. The questionnaires developed were distributed to the target academic staff of the areas of study. The choice of the cross-sectional survey would enable the researcher to have variety of data from different sources in that one set of data would complement/support the other. The target population for this study consists of all the academic staff of the three selected case study universities; Ahmadu Bello University, (A.B.U), Zaria; Kaduna State University; and Al-Qalam University, Katsina. The choice of these universities is to have representation of federal, state and private universities and to enable the researcher have as much variety of data as possible. On the other hand, academic staff were chosen as the target population due to the fact that, the flexibility of academic job makes it have better opportunity to mobility from one university to another university or organization. Also, within the university setting, academic staff are not only the core staff in the university system but also the category of staff with the highest tendency of brain drain. The following table presents the population and sample size of the study;

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S/N	University	Population of Academic Staff
1	Ahmadu Bello University, (A.B.U), Zaria	2,993
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Judgmental sampling technique was adopted in which case an attempt was made to select those experienced staff who have relatively worked for at least Ten (10) years in the university system. In the determination of sample size of this study, we adopt the Sample Size Calculator of Creative Research System, a statistical consultancy.

After the above sampling technique has been adopted, Three Hundred and Fifty (350) is derived as the total sample size of the study. To apportion the sample size to the selected universities, we adopted the following ratio formula;

$$x = \frac{px}{pt} \times ss$$

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S/N	University	Academic Staff	Sample Size
1	Ahmadu Bello University, (A.B.U), Zaria	2,993	267
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Total		3,931	350

Source; Extracted from Registry Departments of the case study universities (2019) and *Sample Size Calculator of Creative Research System*, a statistical consultancy. Visit

The target respondents, that is, academic staff were served with the questionnaires by the Researcher and Research Assistants during lectures periods while some were targeted in their various offices. Regression Analysis as the analytical statistical tool was used to test the hypotheses at 5% Level of Significance. This tool would enable the research to examine the nature and extent of the effect of compensation the variables of integration under investigation. Also, Statistical Package for Social Science (SPSS) was employed in running the data and testing the hypotheses. In other words, the use of Regression Analysis helped the researcher to unravel the nature, strength and significance of dependence of attraction on compensation in this research.

Results and Discussion

After the data were collected, sorted and cleaned, the variables were coded as thus;

3. Compensation=COMP
4. Attraction=ATTRAT

Decision Rules

The above hypotheses formulated would be tested using Linear Regression Analysis through the following decisions;

4. The hypotheses will all be tested at 5% level of significance
5. If the P-Value is less than 0.05 (5%), it implies significance. Thus, we reject the null hypothesis (Ho).
6. If the P-Value is greater than 0.05 (5%), it implies no significance. Thus, we accept the null hypothesis (Ho).

Test of Hypotheses

In the course of hypotheses testing, the main hypothesis was further broken into sub-hypotheses in order to be tested in each of the case study areas. This would enable the researcher to make comparative analyses to adequately examine possible variations of the results from the selected case study universities. Therefore, under the main hypothesis, we will have three (3) sub-hypotheses as follows;

Ho: The compensation package of the Nigerian university system has no significant effect on attraction of quality academic staff into the selected Nigerian universities.

Ahmadu Bello University, Zaria

Ho1(a): The compensation package of the Nigerian universities has no significant effect on attraction of quality academic staff into Ahmadu Bello University, Zaria

Table 3: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.324	.209		11.094	.000
COMP	.259	.087	.042	2.977	.001

a. Dependent Variable: ATTRAT

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 ^a	.312	.310	.66709

a. Predictors: (Constant), COMP

The effect of compensation on attraction in Ahmadu Bello University, Zaria shows that the (Beta= 0.259, t-Stat= 2.977, and P-Value= .001). This result revealed that the compensation is positive and significant to attraction. This fails to accept the null hypothesis. Therefore, it is established that compensation package significantly affects attraction of academic staff into Ahmadu Bello University, Zaria. Precisely, an increase in one (1) unit in compensation would lead to increase in 0.259 unit in attraction. In other words, 100% increase in

compensation would lead to about 26% increase in attraction of academic staff into Ahmadu Bello University, Zaria.

The value of R Square of Ho1(a) in the Model Summary table above shows 0.312 which means the level of how Compensation explains Attraction in Ahmadu Bello University, Zaria. That means compensation has explained attraction by about 31% in Ahmadu Bello University, Zaria.

Kaduna State University

Ho1(b): The compensation package of the Nigerian university system has no significant effect on attraction of quality academic staff into Kaduna State University.

Table 5: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.088	.357		5.845	.000
COMP	.342	.142	.164	2.408	.000

a. Dependent Variable: ATTRA

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.164 ^a	.158	.156	.71120

a. Predictors: (Constant), COMP

The effect of compensation on attraction in Kaduna State University shows that the (Beta= 0.342, t-Stat= 2.408, and P-Value= .000). This result revealed that the compensation is positive and significant to attraction. This fails to accept the null hypothesis. Therefore, it is established that compensation package significantly affects attraction of academic staff into Kaduna State University. Precisely, an increase in one (1) unit in compensation would lead to increase in 0.342 unit in attraction. In other words, 100% increase in compensation would lead to about 34% increase in attraction of academic staff into Kaduna State University.

The value of R Square of Ho1(b) in the Model Summary table above shows 0.158 which means the level of how Compensation explains Attraction in Kaduna State University. That means compensation has explained attraction by about 16% in Kaduna State University.

Al-Qalam University, Katsina

Ho1(c): The compensation package of the Nigerian university system has no significant effect on attraction of quality academic staff into Al-Qalam University, Kasina.

Table7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.434	.590		5.821	.000
COMP	.126	.117	.250	1.076	.212

a. Dependent Variable: ATTRAT

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.425 ^a	.418	.414	.71124

a. Predictors: (Constant), COMP

The effect of compensation on attraction in Al-Qalam University, Katsina shows that the (Beta= 0.126, t-Stat= 1.076, and P-Value= .212). This result revealed that though compensation is positive to attraction but insignificant. This fails to reject the null hypothesis. Therefore, it is established that compensation package does not significantly affect attraction of academic staff into Al-Qalam University, Katsina.

The value of R Square of Ho1(c) in the Model Summary table above shows 0.418 which means the level of how Compensation explains Attraction in Al-Qalam University, Katsina. That means compensation has explained attraction by about 42% in Al-Qalam University, Katsina.

In summary, the beta values of both Ahamdu Bello University, Zaria and Kaduna State University show 0.259 and 0.342 respectively. This means that in both universities (Ahamdu Bello University, Zaria and Kaduna State University), the compensation significantly affects attraction. On the other hand, the beta value of Al-Qalam University, Katsina shows 0.126, which means compensation has no significant effect on attraction of academic staff.

Most scholars have explained attraction and retention of staff as critical to the survival of organisation of every kind. Our results from Ahamdu Bello University, Zaria and Kaduna State University have been vindicated by Amoka (2020) where he noted that:

the welfare (better compensation package) of university lecturers is meant to attract (local) and international scholars and be able to keep their best brains and protect them from brain drain.

In the light of the above submission, it can be observed that the main factor that leads to attraction of both local and international scholars is the compensation or what Amoka, (2020) referred to as welfare. This is in line with the results in testing our Null Hypothesis (Ho) 1(a) and 1(b). This was also supported by Onah and Anikw, (2016) when they stated that

The problem of brain-drain, gender gap, unattractive salary package and lack of adequate training and development were identified as the problems influencing the attraction and retention of quality academic staff.

However, in the results from Al-Qalam University, Katsina, in which the null hypothesis was accepted, showed that the compensation package does not significantly affect attraction of academic staff into the university. This result is not in line with Onah and Anikw, (2016) and Amoka, (2020) all of whom stressed that that attraction of academic staff to join university greatly depends on the pay package.

Having tested the sub-hypotheses Ho1(a), Ho1(b) and Ho1(c), the main hypothesis (Ho1) which states that: The compensation package of the Nigerian university system has no significant effect on attraction of quality academic staff into the selected Nigerian universities is rejected based on the researcher's position as the results fail to accept two of the three sub-hypotheses: (Ho1(a) and Ho1(b)) out of three sub-hypotheses: (Ho1(a), Ho1(b) and Ho1(c)).

As results revealed in the test of hypotheses and data analyses above, compensation has significant effects on attraction of quality academic staff in Ahamdu Bello University, Zaria and Kaduna State University while in Al-Qalam University, Katsina, on the other hand, the results showed that compensation has no significant effect on attraction of academic staff into the university. While the results in Al-Qalam University, Katsina showed that compensation has no significant effect on attraction, it was revealed that compensation has more effect on attraction of quality academic staff in Kaduna State University than in Ahamdu Bello University, Zaria as the former has regression coefficient of 0.342 which is stronger than 0.259 of the latter. Reason for this have been justified by reports from the interview conducted on the respondents that though CONUAS is the pay package of academic staff in both universities, the take home of academic staff from Kaduna State University is slightly higher than that of Ahamdu Bello University, Zaria. Also, the condition of service in Kaduna State University has been found to be better and more flexible which facilitates better chances of career progression than in Ahamdu Bello University, Zaria. On the other hand, the pay package used in Al-Qalam University, Katsina known as Al-Qalam University Katsina Academic Staff Salary Structure (AUKASS) is not as good as CONUASS to attract quality academic staff to join Al-Qalam University, Katsina.

Discussion of Findings

After the various data (through interview and questionnaire administration) were collected, presented, analyzed and the hypotheses were tested using the linear regression as the tool for analysis, the following findings were revealed; In the test of hypothesis one (Ho1), the outputs of statistical results of Ahamdu Bello University, Zaria and Kaduna State University show P-Values 0.001 and 0.000 respectively. This means that compensation has significant effects on attraction of quality academic staff in Ahamdu Bello University, Zaria and Kaduna State University while in Al-Qalam University, Katsina, on the other hand, the P-Value result shows 0.212 which shows that compensation has no significant effect on attraction of academic staff into the university.

Recommendations

Having tested the hypotheses and drawing conclusions, the following recommendation is made in the field of policy, academia and further research in order to ensure that the quality academic staff both from local and international environments are hired into Nigerian universities, the pay package of academic

staff should be periodically reviewed. To achieve this, as against the traditional way of constitution of negotiation and renegotiation committees which are normally set up as a result of industrial action(s) by university unions, a special presidential standing committee should be constituted and be given mandates of due period review of academic staff salaries without recourse to industrial action. In other words, the government should be proactive rather than reactive in review of university lecturers' salaries. This would redeem the past glory of the Nigerian university sub-sector and reposition Nigerian universities to favourable position in the world university ranking and thus could race in the global competition.

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Impact of Training Need Assessment on the Performance of Staff in Niger State
Polytechnic, Zungeru

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Abstract

Staff training and development are critical components of increasing employee efficiency in any organization. Training is essential for improving job performance, increasing employee knowledge, and improving service delivery quality. The study's primary goal is to determine how the assessment of training and development needs affected the performance of staff at Niger State Polytechnic, Zungeru, between 2010 and 2015. The study used a survey research design method. The population includes all academic staff from the polytechnic's Zungeru and Bida campuses, totaling 293 people. The Krejcie and Morgan table was used to calculate the sample size, which resulted in (169). The stratified sampling technique was used to select questionnaire respondents. The information was gathered from both primary and secondary sources. The study used both descriptive and inferential statistics to describe and analyze data; linear regression analysis was also used as a tool of analysis. The study reveals that in designing staff training and development programme in the Polytechnic need assessment is not regularly made to help see the gap in knowledge, skill and job delivery style (performance). The study recommends that the polytechnic should regularly conduct needs assessment to know the quality of staff they have and that which is required or desired in the polytechnic to avoid decline in quality of service delivery and improve productivity in the polytechnic.

Key words; Training, Performance, Training Needs Assessment, Polytechnic.

1. Introduction

In a competitive society, the ability of any organization to train its human resources to be creative, innovative, and inventive, which invariably improves performance and increases competitive advantage, is critical to its survival. Training is a systematic approach that enables employees to gain knowledge and skills that will allow them to complete their tasks more effectively while also improving their behavior (Armstrong, 2006). Employees can improve their job skills through training and development, which is a continuous process (Dessler 2008). Organizations must ensure that they recruit and retain a highly skilled, committed, and well-motivated workforce. This includes assessing future contribution requirements in order to enhance and develop their inherent capacities and potentials through learning and continuous development opportunities. Organizations are made up of both human and material resources; human resources, in comparison to material resources, are the most important elements in achieving organizational goals and objectives. Employee utilization, productivity, commitment, motivation, and growth are all influenced by employee training and development. Many employees have failed in organizations because their training requirements were not identified and met as an essential part of the management function (Shehu, 2015). Armstrong (2000) views performance as both behavior and results, and it was emphasized that both behavior (input) and results (output) must be considered when managing performance. Except for external influences on individual behavior and personal traits, the performance of an organization is the result of the acrostic of its individuals and units. Training needs assessment is the first process of training use by organizations to determine discrepancies or gap between current condition and desired condition to achieve aims and objectives of the organizations. The process of determining whether training is required/needed or not was also included in the training needs assessment. According to Firdausi (2011), training needs analysis is used to investigate the educational courses or activities to be given to both employees and management in order to improve service delivery.

However, The National Policy on Education (2014) and the National Board for Technical Education (2000) hold that educational institution should provide the required professional training for their teachers and supportive staff at various levels of education in colleges and polytechnics. Among these institutions is the Niger State Polytechnic, Zungeru, which was founded with the goal of providing highly motivated, conscious, and efficient employees, encouraging the spirit of inquiry and creativity in staff, thereby assisting employees to fit into the social life

of the community and society at large, as well as enhancing their commitment to national goals and providing adequate nation-building opportunities. To achieve this objective, the polytechnic required highly skilled and qualitative manpower which could be obtained through effective and consistent staff training and development programmes. Though in designing Staff Training and Development programmes need assessment is not regularly conducted, this is to say that significant number of staff in the polytechnic are first degree holders and efforts have not been put in place to encourage or send them for post graduate programmes, or further studies. Given the aforementioned issues, one fundamental question that this study sought to answer is, "How has training need assessment affected the performance of staff at Niger State Polytechnic?" The purpose of this research is to find out how assessing training needs affected staff performance at Niger State Polytechnic. It was hypothesized that there is no significant relationship between training need assessment and academic staff performance.

2. Literature Review and Theoretical Framework.

Concept of Training

Training, according to Johns, George, and Hill (2000), is primarily concerned with teaching organizational members how to perform their current jobs and assisting them in acquiring the knowledge and skills required for effective performance. Training should not be limited to organizational members only. Employees who have not yet joined the organization or who are yet to be hired must also be trained if organizational goals are to be met. The definition of the scholars above only emphasized on organizational members. The pre-service training should also be practice in cases where the organization wants to recruit new employees. Pre-service training entails the type of training people receive outside preparation before employment either through apprenticeship or by formal education.

Training is a necessary activity in all organizations; it plays a significant role in determining the effectiveness and efficiency of the organization. It is a must-have item for everyone. A training program enables the trainee to achieve a reasonable level of acceptable performance; improve performance and increase productivity, quality, and profitability; change organizational climate and culture; improve health and safety; and provide opportunities for personal growth (Flippo 2007). Thus, training consists of pre-planned programs aimed at improving individual,

group, or organizational performance (Cascio, 1992). Improved performance implies measurable changes or enhancements in knowledge, skills, attitude, and social behaviors on the part of an individual, group, or organization. Employees will be able to acquire and improve their skills as a result of staff training at Niger State Polytechnic. Globalization has also necessitated the best use of new knowledge, technologies, and innovations to help Polytechnics improve organizational performance and competitiveness in the global village and achieve their goals. Through staff training, the teacher, whose position is critical in the educational system, can become knowledgeable about new ideas and new teaching methods, avoiding the use of obsolete methods to teach students in the Information Age of the twenty-first century.

Staff training, according to Malaolu and Ogbuafor (2013) and Cole (2004), motivates employees and increases their commitment and productivity. To be sure, organizational staff development contributes significantly to organizational competence. This, in turn, contributes significantly to increased inventiveness. To a large extent, current literature supports the notion that the presence of staff development practices improves organizational performance (Ivansevich, 2010; Noe, 2006). Based on the foregoing, it can be stated that staff training can contribute to the achievement of Niger State Polytechnic education goals by increasing employee productivity and organizational performance, as well as having a positive impact on student quality. The importance of developing personnel in the Polytechnic is that the additional skills and knowledge acquired by a staff member while still in the Polytechnic's service make him more efficient, dedicated, and hardworking.

Concept of Training Needs Assessment

According to Noe (2013), the first process of training is training needs assessment, which involves determining whether or not training is required/needed. Training needs analysis according to Firdausi (2011), is used to investigate the educational courses or activities to be given to both employees and management in order to improve their delivery. Furthermore, according to Barbazette (2006), training needs assessment is the process of gathering data in order to train employees in order to meet the needs of the organization. According to McConnell (2003), training needs analysis is required when there are changes in the system or in the work, when new technology is introduced, when new government standards are introduced, when work quality or performance declines, when there is a lack of skills and knowledge, and when there is a lack of

motivation. According to Noe (2013), training needs analysis was conducted using observation, questionnaires, interviews, focus groups, and documents. He stated that if training needs are not assessed, the training and development program's content, objectives, and methods may be incorrect.

Furthermore, costs incurred may be squandered if the desired results/impact for the organization are not achieved. Furthermore, it will prevent the organization from obtaining high-quality labor and increasing productivity (Firdousi, 2011). To successfully align training with its purpose, an organization's, as well as groups and individuals', learning needs must be identified and analyzed (Ivancevich, 2010). The following factors, according to Dessler (2008) and Werner and DeSimone (2006), must be considered:

- Training needs analysis goals: Consider what training will fill, that is, the gap between what people know and can do and what they should know and be able to do. Training should focus on identifying and meeting learning and development needs, such as multitasking, preparing people to take on additional responsibilities, increasing overall competence, and preparing people to take on higher levels of responsibility in the future.
- Areas of training needs analysis: Training needs analysis should consider the needs of the organization, groups or units, and individual employees. The three areas, however, are intertwined.
- Information sources: When determining training requirements, information sources must be taken into account.

Watters, in Armstrong (2009) and Ivancevich (2010), identified the following sources of information that aid in determining training priorities:

- Organizational goals and corporate plans, which indicate the direction of the organization and also indicates the major training priorities.
- Human resource and succession planning, which identifies future skill requirements as well as management training needs.
- Personnel statistics
- Exit interviews, which may reveal flaws in the training setup.
- Senior management consultation can provide feedback on training requirements.
- Data on productivity, quality, and performance that show gaps between expectations and results, and thus training needs.

- Changes in departmental layout that provide insight into future developments. Training is requested by management based on perceived needs.
- Understanding financial plans, which determines whether funds will be available for training and, if resources are limited, may encourage innovative approaches.
- Plans for introducing new technology or developing information technology systems.

While many of these processes are commonly used in business organizations, they can also be used in educational institutions such as Polytechnics. However, Lunenburg and Ornstein (2008) propose three methods for determining school administration training needs. The first method entails evaluating output variables in school districts such as student and employee performance and growth, student dropout rates, employee turnover, student and employee absenteeism, school community relations, employee management relations, employee job satisfaction, and so on. The second method is to solicit direct feedback from school district employees on what should constitute an organization's development needs, while the third method is projection, which can be used to select corresponding training when new programs, procedures, or equipment are expected to be implemented. Polytechnic management can use these methods to determine training needs prior to implementing a training program. For example, if Polytechnics want to improve lecturers' computer literacy, they must consider both the lecturers' and the managements' perceptions of their own deficiencies in relation to the needs of the schools. When such procedures are used, they can assist a training program in meeting its objectives. According to Alabi (2005), any development program that is aligned with the system's goals and objectives should begin with a needs analysis or assessment.

Concept of staff Performance

Employees must understand what they must do in order to be successful in their jobs. It is critical to establish performance expectations and goals for individuals and groups in order to help them focus their efforts on achieving organizational goals. Employees who are involved in the planning process gain a better understanding of the organization's goals, what needs to be done, why it needs to be done, and how well it should be done (Terrington, 1995). Employees must be involved wherever possible, and performance expectations must be understood. Because individuals cannot always control their outcomes, it is critical to have

both behavioral and output targets (Williams, 2000). It is recommended that a personal development plan be in place to help with goal achievement.

The key to an effective performance management system, according to Price (2005), is managing employee performance on a daily basis. Setting goals, clarifying expectations, and providing frequent feedback all aid in improving performance. Goal setting entails managers and subordinates collaborating to establish and clarify the goals of employees. It affects performance by influencing what people think and do by directing their behavior toward goals, energizing behavior, motivating people to put forth the effort required to achieve difficult goals, and clarifying duties and responsibilities. Employee participation persuades them that the goals are attainable, which can increase motivation and performance (Cummings and Worley 2005).

According to Muchel'le (2007), there are several methods for evaluating an individual's ability to perform a job effectively and identifying the gap between effective and current performance that a training solution will help to close. A human resources manager, according to Price et al. (2005), can either question employees about their job, problems, or perceived training and development needs, or even use observation to investigate work flows. Internal data can also be analyzed to identify patterns and trends in an employee's performance. Although the number of units produced, processed, or sold is a good indicator of performance, quality should not be compromised. Work quality can be measured in several ways, including the percentage of work that must be redone or rejected. In sales, the percentage of inquiries converted to sales is an indicator of the salesperson's quality. Timeliness and the speed with which work is completed can only be used as a measure of performance if the employee has some control over the cost of work performance.

A good performance appraisal, according to Price (2005), requires that all employees performing similar tasks be evaluated using the same standards. Appraisals, according to Muchel'le (2007), are an important performance measure. When a manager evaluates an employee's performance and delivers the evaluation to the employee, this is referred to as a manager's appraisal. This is a top-down approach that does not encourage employee participation. Because the employee has made no investment in its development, it is frequently met with opposition. When an employee evaluates his or her own performance, the self-evaluation is frequently compared to the manager's evaluation.

Empirical Studies

Akinnagbe and Baiyeri (2011) conducted a study on the training needs analysis of lecturers at the University of Nsukka's Faculty of Agriculture to improve their information and communication technology skills. A questionnaire was used to collect data from 66 academic staff members for the study. The data was analyzed using percentages, mean statistics, and charts. According to the study's findings, lecturers were competent in general Windows operation, word processing, and internet/on-line activities, but not in slide preparation/presentation, spreadsheet preparation, or data analysis using computer software. Data analysis using computer software such as SPSS, GENSTAT, Excel, E-view, and others was the most frequently requested ICT training need by lecturers. As a result, the study recommended that faculty academic staff be exposed to ICT training in order to improve teaching and research at the university.

In his study titled: *Enhancing Instructional Competence in Higher Education*, Nwaboku (1996) investigated the support efforts provided for the enhancement of pedagogy in some African universities. It also looked into how much the support efforts improved pedagogy in the institutions, as well as the universities' current pedagogical needs. A questionnaire was used to collect data as part of the survey method of research. The respondents were twenty-eight (28) lecturers from sixteen (16) universities in eleven (11) Anglophone African countries. Simple descriptive statistics were used to collect and analyze data. The findings of the study revealed that; i. Few universities in Anglophone Africa offered induction courses to new teachers to help them become acquainted with the necessary pedagogical skills. ii. Many university teachers expressed a desire for additional assistance in their teaching, particularly in the use of a variety of instructional strategies, media, and methods, as well as in the evaluation of instruction via workshops and training programs. Because the study was limited to the pedagogical needs of university lecturers, it reaffirmed the need for higher education teachers to receive pedagogical training.

Johnson and Victoria (2016) investigated the effect of in-service training and staff development on worker job performance and optimal productivity in public secondary schools in Osun State. Obi (2016) concentrated on performance evaluation as a tool for increasing organizational productivity. In contrast, Orave et al. (2018) investigated the effects of training on employee productivity in the Benue State Ministry of Agriculture.

As a result, the research is crucial in filling the void left by previous studies on training requirement evaluation. Despite the fact that many studies in the same or similar field have been conducted, none of these studies have been conducted in depth to assess the impact of training need assessment on the performance of staff at Niger State Polytechnic. The research was designed and aimed to fill the gap mentioned above in order to distinguish itself from previous studies. Policy makers will find it very useful, especially in planning for national manpower training and development by providing insights into the trends and directions of human resources management. This is to show that a good staff training need assessment is a necessary condition for the effective performance and quality service delivery. It will also help in finding a lasting solution to the problem of manpower in the polytechnic.

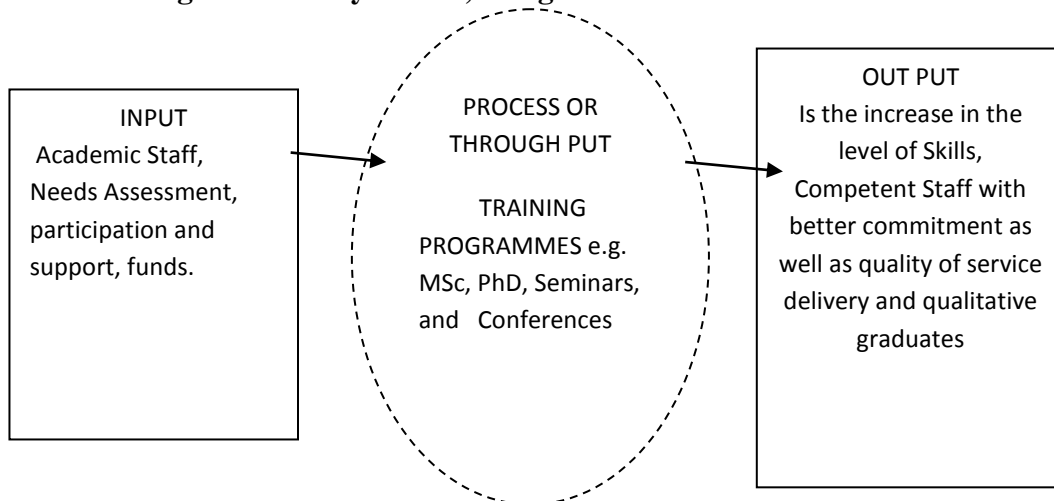
Theoretical Framework of the Study

Organizational Systems Theory

Because it takes a holistic approach to training and development, the study will employ Daniel Katz and Robert Khan's (1966) organizational systems theory. In the 1960s and 1970s, Ludwig Von Bertalanfy and J.G Miller laid the groundwork for General Systems Theory, and researchers in the organizational studies field imported the systems metaphor of the biological organism and key terms that went along with it to pursue a richer understanding of how organizations worked. David Easton (1965) used system theory in his system study of public policy life. Daniel Katz and Robert Kahn established organizational system theory in 1966 with the publication of *Organizational Social Psychology*, which applied system theory concepts to organizational life.

Because the classical management era of organizational studies was truly the prevailing view at the time, and regarded organizations as machines, and that was the predominant way life was regarded in an organization for many decades, this approach sees systems as an alternative perspective. The management school's purpose was to achieve efficiency, production, and control, as well as the one right way, or as Fredrick Taylor put it, the one best method. When the organizational systems theory was introduced, the system approach looked at the entire organization, not just a small part of it. The organizational systems theory's purpose was to define and explain how organizations functioned and why they desired to take many paths to achieve diverse goals. Every organization, according to the organizational systems theory method, has three basic components: inputs, throughput or process, and outputs.

Applying the Organisational Systems Theory to Training and Development of Staff in Niger State Polytechnic, Zungeru



In applying organizational systems theory to our study, we assessed the training needs of Niger State Polytechnic staff. Inputs that flow into the organization include academic staff, Intervention Fund, Needs Assessment, participation, and support; throughput includes training programs such as MSc. and PhD programs, seminars, conferences, and workshops. Output includes increased skill levels, competent personnel with greater commitment, quality service delivery, and qualitative graduates, as well as improved employee performance and evaluation of training and development programs. The outcomes will have an impact on the feedback report. As a result, information feedback is fed back into the system's input, where flaws are detected. As a result, feedback services serve as a roadmap for modifying training need assessments and programs.

Methodology

In this study, a survey research design was used. The population of the study included all of Niger State Polytechnic's academic staff, and a multi-stage sampling approach was used. The polytechnic was separated into two clusters, Zungeru and Bida Campuses, with a total population of 293 people. The sample size table of Krejcie and Morgan (1970) was used to determine the sample size of the respondents and arrive at (169). The respondents to a questionnaire and an interview were chosen using a stratified sample methodology. The information was gathered from primary and secondary sources. The questionnaire and interview are primary data, while secondary data files, textbooks, journals,

magazines, reports, and unpublished research materials are secondary data. The study used both descriptive and inferential statistics to describe and analyze data. Regression analysis was also used as an analytical tool.

Result and Discussion

Table 1 Summary of Response Rate

S/No	Schools	Campus	Number of Questionnaires Administered	Number of Questionnaires Returned	Number Of Questionnaires Duly Completed	Rate of Return	Rate of Response
1	School of Administrative Studies	Bida	21	20	18	11.8%	10.6%
2	School of Business and Management Studies	Bida	17	15	12	8.8%	7.1%
3	School of Engineering Technology	Zungeru	29	25	20	14.7%	11.8%
4	School of Environmental Studies	Zungeru	23	20	18	11.8%	10.6%
5	School of General Studies	Zungeru	25	22	20	13.0%	11.8%
6	School of Natural and Supplied Sciences	Zungeru	35	32	30	18.9%	17.7%
7	School of Postgraduate Studies	Zungeru	12	10	7	5.9%	4.1%
8	School of Preliminary and Remedial Studies	Zungeru	7	3	5	3.5%	2.9%
	Total		169	150	130	88.7%	76.9%

Table 1 shows a total of one hundred and sixty nine (169) questionnaires administrated to the respondents across the various schools in both campuses of the polytechnic. Out of the 169, 150 were returned. Similarly, out of the 150 returned, 130 were duly completed. The rate of returns is 88.7% while the rate of response is 76.9%. This clearly shows that the analysis of data was based on 130 respondents.

Data Presentation on Hypothesis

The data were collected and analyzed as follows:

Table 2; There is no significant relationship between training need assessment and academic staff performance in Niger State Polytechnic.

Training Need Assessment and the Performance of Staff in Niger State Polytechnic		SA	A	U	D	SD	Total
1.	Do you agree that as an academic staff, there is need for you to go for further training	60 46.15%	40 38.46%	10 7.69%	5 3.85%	5 3.85%	130 100%
2.	Do you think training and development will enhance performance	50 38.46%	15 11.5%	5 3.85%	40 30.77%	20 15.38%	130 100%
3.	Do you believe that training and development can help you advance in your career and achieve your goals?	60 46.14%	30 23.08%	10 7.69%	20 15.38%	10 7.69%	130 100%
4.	Will you agree that there is gap in knowledge, skill and competence requiring need for training and development in the polytechnic	70 53.85%	50 38.46%	2 1.53%	5 3.85%	3 2.31%	130 100%
5.	Do you agree that in designing staff training and development programme in the polytechnic, need assessment is always made	10 7.69%	20 15.38%	40 38.46%	30 23.08%	30 23.08%	130 100%

Source: Survey Research 2020

From table 2 above, in item one, analysis shows that 60 respondents representing 46.16% strongly agree that as an academic staff there is need to go for further training. Also 40 respondents representing 38.46% agreed, 10 respondents representing 7.69% were undecided. However 10 representing 7.70% percent disagree with the view.

In item two of the table, 65 respondent representing 49.51% claimed that training and development will enhance performance. 5 respondents representing 3.85% were undecided. However, 60 respondents representing 46.15% disagree with the view.

In item three of the table, 90 respondents representing 69.22% agreed that training and development is a mean for their promotion and self-achievement. 10 respondents representing 7.69% were undecided. However, 30 respondents representing 23.07% disagreed with the view.

In item four of the table, 120 respondents representing 95.33% claimed that there is gap in knowledge, skill and competence requiring need for training and development in the polytechnic. 2 respondents representing 1.53% were undecided. Therefore, 8 respondents representing 6.16% disagreed with the view. In item five of the table, 30 respondents representing 23.07% agreed that in designing staff training and development programme in the polytechnic, need assessment is always made. 40 respondents representing 38.46% were undecided. 60 respondents representing 46.16% disagreed with the view.

Test of Hypothesis

Regression analysis was used to determine the effect of Training and Development on Staff Performance at Niger State Polytechnic, Zungeru. However, all computations were performed using the Statistical Package for Social Sciences (SPSS), Version 23.

All parameters are evaluated using their respective probability values, denoted by the symbol Sig. in the SPSS results. When this value is less than 0.05, regardless of the size or direction of the parameter's coefficient, the parameter is said to be significant at the 5% or 95% level of significance, and the null hypothesis is rejected and the alternative accepted. If the p-value exceeds 0.05, the parameter is deemed insignificant at the 5% level of significance, and the null hypothesis is accepted.

Table 3; Regression Output
Cumulative Responses of Respondents on Training need assessment (Independent Variable)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	7.69	8	8
Agree	20	15.3	15	23
Undecided	40	30.7	3	54
Disagree	30	23.08	23	77
Strongly disagree	30	23.08	23	100

Cumulative Responses of Respondents on Training need assessment (Independent Variable)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	7.69	8	8
Agree	20	15.3	15	23
Undecided	40	30.7	3	54
Disagree	30	23.08	23	77
Strongly disagree	30	23.08	23	100
Total	130	100	100	

Source: Survey Research, 2020

Table 4; Cumulative Responses of Respondents on Academic Staff Performance (Dependent Variable)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	50	38.46	38	38
Agree	15	11.5	12	50
Undecided	5	3.85	4	54
Disagree	40	30.77	31	85
Strongly disagree	20	15.38	15	100
Total	130	100	100	

Source: Survey Research, 2020

Table 5 Regression Results of Training Need and academic Staff Performance

Independent Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta, B)	Sig.
(constant)	1.797		.000
Training Need assessment	0.552	0.438	.000
R	0.438 ^a		.000
R square (R ²)	0.661		
Adjusted R square	0.532		

a. Predictors: (constant), Training Need Assessment

b. Dependent Variable: Academic Staff Performance

A regression analysis was performed to determine the impact of training need assessment on academic staff performance. The regression results showed that the R square value is 0.661, as shown in the table above. The coefficient of relationship explains that the value of R square is 0.661, which means that the training requirement accounted for 66.1 percent of the variance in academic staff performance. The variable that contributes to the dependent variable is indicated by the Beta (b) value of standardized coefficients. These findings indicate that the need for training has a positive influence on academic staff performance (B = 0.438, p value less than 0.01). This suggests that assessing training needs can have a positive impact on academic staff performance at Niger State Polytechnic Zungeru. If upper management focuses on assessing training needs, the organization will be able to improve employee performance while also meeting the desired goals and objectives. As a result, the null hypothesis is rejected and the alternative hypothesis accepted because the calculated R square regression value of 0.661 is greater than the tabulated B value of 0.431.

Discussion of Finding

According to the study on the relationship between training need assessment and performance of academic staff in Niger State Polytechnic Zungeru, there is a need for most academic staff to go for further studies to improve performance, as 65 percent of staff are first degree holders, because training and development is a means of staff promotion and self-achievement. Also, there is gap in knowledge skill and competence requiring need for training and development in the Polytechnic because most staff that had stayed long without further education or current knowledge always lack the skill to use modern technological devices to make research and improve on teaching skills and method. The study also revealed that in designing staff training and development programme in the Polytechnic need assessment is not regularly made to help see the gap in knowledge, skill and job delivery style (performance).

Conclusion and Recommendations

The goal of this study was to see how assessing staff training needs affected staff performance at Niger State Polytechnic Zungeru. Training is critical for any organization's survival because it improves employees' ability to adopt new techniques for better performance, increases employees' knowledge to enhance and enrich capacity, develops creativity, promotes innovation, and problem solving skills, and allows employees to work more competently.

The study's findings clearly show that there is a relationship between training needs assessment and staff performance, having subjected the collected data to empirical analysis, based on the data presented and analyzed, as well as the hypotheses tested. According to the findings, assessing staff training and development needs had a positive and significant impact on staff performance at Niger State Polytechnic Zungeru. It was recommended that the polytechnic conduct needs assessments on a regular basis to determine the quality of staff they have and what is needed in the polytechnic to avoid a decline in quality service delivery and improve productivity in the polytechnic. SERVICOM should also be strictly implemented in the school to help check quality of service delivery and staff performance.

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**Assessment of the Effect of Transactional Psychological Contract on
Turnover Intention of Primary School Teachers in Ajingi and Tarauni Local
Government Education Authorities of Kano State**

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Abstract

The study assessed the effect of psychological contract on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State. The study aimed at examining the effect of transactional psychological contract on turnover intention of primary school teachers in Ajingi and Tarauni LGEAs of Kano State. Data for the study were generated from primary and secondary sources. The instrument of the primary data collection used was questionnaire while secondary sources made use of reports, gazettes, research theses and dissertations. Data were analysed using descriptive and inferential statistical tools. Questionnaires were distributed on a sample of 322 respondents selected from 2,080 population of the study through a Cluster and simple random sampling techniques to test the hypothesis i.e. transactional psychological contract has no significant effect on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State. Partial Least Squares (PLS) path modeling using the smartPLS3 statistical software revealed that, transactional psychological contract has a significant negative effect on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State. It was recommended among other things that, Kano State government should give priority to fulfillment of primary school teachers' transactional psychological contract through provision

of stable wages and equate primary school teachers with the other workers in the State in terms of annual increment and general salary review in the State.

Keywords: Transactional psychological contract, Turnover intention, Primary school teachers.

Introduction:

The relationship between an organisation and its employees is an exchange relationship bounded by contractual agreements. However, a written contract alone is not sufficient to cover the gamut of relationships in organisation. Two major types of job agreements are used in organisation, these agreements are arranged in the form of formal and psychological contracts. A formal contract is a written agreement regarding various terms and conditions of employment and work which is discussed and signed when an employee is recruited into an organisation. The formal contract covers the required behaviours that the organisation expects from its employees and how it treats them and the agreement may be modified and changed periodically during the employee's tenure. This kind of contract usually describes specific working conditions such as the term of employment, compensation, rules, and regulations, etc. (Jackson & Schuler, 2003). A breach of the formal contract can result in charges in the court system.

A psychological contract is a set of beliefs held by an individual employee about the terms of the exchange agreement between the employee and his/her organisation (Rousseau, 1989) and an exchange concept providing a broad explanatory framework for understanding employee-organisation linkages (Argyris, 1960; Schein, 1980). This implies that the individual has a variety of expectations of the organisation and that the organisation has a variety of expectations of him (Armstrong, 2014). These expectations not only cover how much work is to be performed for how much pay, but also involve the whole pattern of rights, privileges, and obligations between workers and organisations. Accordingly, expectations such as these are not written into a formal agreement between employees and organisations, yet they operate powerfully as determinants of behaviour (Denisi & Griffin, 2005; Gabriel & Jonathan, 2012). These beliefs are predicated on the perception that a promise has been made (of employment or career opportunities) and a consideration offered in exchange for it (accepting a position, foregoing other job offers), binding the parties to some set of reciprocal obligations (Rousseau & Tijoriwala, 1998).

Psychological contracts can be mainly classified into Transactional, Relational, and Balanced contracts (Brande, Jansen, Sels, & Overlaet, 2002; Umar, 2016).

Transactional Contract is the type of contract which contains terms of exchange given in monetary value. For example, employees may expect a bonus when they have achieved more than their expected target.

In the teaching profession, a psychological contracts are the expectations the teacher and the school have of each other that are implied i.e. not expressed in writing, but are treated as if they were mutually agreed upon. There are certain demands that the school makes of the teacher that must be met if the teacher is to remain a member of the school. There are also certain minimal conditions that the teacher requires of the school and its administration. These conditions must be met, or the teacher will leave the school's employment. There are expectations that teachers have of their co-workers. Some expectations are demanded by the group of the individual. Some expectations are demanded by the individual of the group. Therefore, fulfilling the teacher expectation is expected to provide job satisfaction to the teacher and reduces the intention to leave the employer organisation.

Turnover intention or intention to leave is an individual desire or willingness to quit or leave an employer organisation. It is not just intending to quit the location, but the work role, the job, and also the organisation (Price, 2001). Turnover intention is one of the major determinants of turnover behaviour (quitting behaviour). Therefore, employees nurture turnover intention and if this is not checked, it might result in a high loss of employees (employees' turnover). Loss of employees or employees' turnover can cause psychological distress, reduce productivity, quality of service, and increase recruitment cost (Powell & York, 1992; Mustapha & Mourad, 2007).

However, due to the inconsistency of findings and inadequacy of available studies that examined transactional psychological contract and turnover intention in the literature of human resources and the importance attached to reducing the turnover intention rate among primary school teachers, this study, therefore, examined the effect of transactional psychological contract on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State.

Statements of Research Problem, Research Questions and Hypothesis:

Primary education could be referred to as the foundation upon which other subsequent levels of educational pursuit could effectively be built as such it

deserves the serious attention of not only government but academicians, parents, and all others who desire societal progress. The National Policy on Education (2004) spelled out one of the aims and objectives of primary education as thus: "Training of the mind of children in the understanding of the world around them as well as the acquisition of the appropriate skills, abilities, competencies, both mental and physical as an equipment of the development of the Nigeria Society." However, one of the major problems of the Nigeria education system is the failure or inability of the State to ensure an adequate supply of qualified teachers to all publicly owned primary schools in the country (Adegbesan, & Gbadamosi, 2009) and adequately meet the psychological being of teachers as the adage has it that, teachers' rewards are in the heaven is testimony that, teachers expectations are not met by their employers. In fact, researches have proved that there is persistent high job dissatisfaction among teachers and labour turnover in Nigeria and other parts of the world.

The trend in the rate of turnover among primary school teachers in Kano state has reached its peak especially in recent years. For instance, the rate of teachers' turnover throughout the 44 LGEAs of the State Universal Education Board Kano (SUBEB) among teachers in the State has reached an average of 18% from 2011 to 2016 (Umar, 2018) A survey of some LGEAs show that the rate of turnover among teachers has reached 30%, 32%, and 25% respectively. This has called for a need to investigate the menace in the State to proffer possible solutions to the problem. This can be achieved through an indebt study of behavioural and attitudinal factors of the interrelationship between the employer of teachers and the teachers with a view of identifying the incidence of breach or violation of such perceived contractual agreements leading to job dissatisfaction among primary school teachers which may invariably lead to intention to quit teaching profession either by joining other organisations or venturing into a more rewarding engagements like politics, farming, trading, and other ventures.

Currently, the Board was short-staffed and requires over 12,000 teaching staff (SUBEB, 2020) Ajingi and Tarauni are not exception. Most primary schools in the rural areas are left with two teaching staff i.e. the Head Teacher and an Arabic teacher to man the overcrowded classrooms in their schools. Therefore, this acquits shortage of teachers calls for an absolute and immediate need to carry out this research that is hoped to bring a better working condition, ensure psychologically satisfied teachers to salvage it from gradual monumental decay.

In view of the above stated problem, the central question to ask is to what extent does transactional psychological contract affects turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State? It is the objective of this study to examine the effect of transactional psychological contract on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State. However to achieve this the study hypothesised that, transactional psychological contract has no significant effect on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State.

Conceptual Issues:

Transactional Psychological contract

Transactional psychological contract (TPC) implies a purely instrumental exchange relationship between employees and employers, i.e. services in exchange for compensation which serves short-term employer needs (Hallier & James, 1997). According to Rousseau (1995), transactional psychological contract terms are exemplified by a fair day's work for a fair day's pay, focusing on short-term and monetisable exchanges. Typically, transactional contracts are based on pay as a primary incentive with employees working relatively few hours and/or having a low level of emotional investment. TPC work within a close-ended time frame involving seasonal employment or two to three years in a particular job at most. Work duties and working conditions are well specified, with any change requiring a renegotiation of the contract. Transactional contracts tend to require the use of existing skills therefore not obligating the employer to provide extensive development.

It is safe to argue that, transactional psychological contracts are self-interested, based on balanced reciprocity norms, concrete, and are often carefully monitored by both sides. As part of the exchange, the organisation provides adequate compensation, a safe working environment, and reasonable short-term guarantees of employment in exchange for the employee's fulfillment of narrow, specified role responsibilities. According to Herriot and Pemberton (1996), TPC can be continued, renegotiated, adjusted unilaterally, or exited. The breach of a transactional contract can be seen as relatively straightforward as it is usually clear whether or not an organization has fulfilled its obligations with regard to economic and other tangible inducements. It is generally agreed that violation of economic obligations will tend to result in an exit where this is a feasible option,

where exit is readily not available, the workers can develop and nurture counter productive work attitude which may deter the achievement of organisational set objectives.

However, Rousseau, (2000) in his later study, summed up the TPC to involve narrow and short-term obligations from both the employer and the employee side. Narrow obligations are those that, the employee is obligated to perform only a fixed or limited set of duties, to do only what he or she is paid to do. While the employer has committed to offering the worker only limited involvement in the organisation, little or no training, or other employee development. Obligations are termed short-term where the employee has no obligations to remain with the organisation; committed to work only for a limited time, the employer offers employment for only a specific or limited time and is not obligated to future commitments.

Concept of Turnover Intention

Turnover intention is an individual's estimation of the probability that they will leave an employing organisation. In defining turnover intention, Bester, (2012) noted that turnover intention is seldom precisely defined on the assumption that people perceive the term to be self-explanatory. Bester, (2012) further argued that many researchers (Horn, Griffeth & Salaro, 1984; Mowday, Steers, & Porter, 1979) viewed turnover intention as the final step in the decision-making process before a person actually leaves a workplace. Turnover intention can, therefore, be described as an individual's behavioural intention or conation. Lacity, Lyer, and Rudramuniyaiah, (2008) defined turnover intention as the extent to which an employee plans to leave the organisation. Tett and Meyer, (1993) also perceived turnover intention as the employee's conscious and deliberate willfulness to leave the organisation.

The term turnover is defined by Price (2006) as, "the ratio of the number of organisational members who have left during the period being considered divided by the average number of people in that organisation during the period". Labour turnover is also the flow of manpower into and out of an organisation. The inflow of manpower is referred to as accession and the outflow is separation (leaving). Separation may be in the form of quits, discharges, lay-offs, retirement, leaves of absence, and even death. Accession, on the other hand, has to do with replacements and new hires. Labour turnover is one of the unorganized forms of industrial conflict. It is a retreat by employees usually from unsatisfactory

situations. Satisfaction is however only a part of the answer to the problem of labour turnover (Ibrahim, Usman & Bagudu, 2013). Turnover can be permanent when employees leave the employment institution, or it can be characterised by horizontal mobility when employees seek and accept transfers to other departments (Kirpal, 2004). Tett and Meyer (1993) referred to turnover as the last in a sequence of withdrawal cognitions (identity exit).

Mobley (1982) considered intention to leave as part of a sequence in the psychological withdrawal of an employee from the job process. Scholars have argued that generally most employers do not pay serious attention to this concept, but rather dealing with the actual turnover, which is a manifestation of the intention to leave (Willard, (2013). In addition, it is difficult to gain access to people who have already left to determine why they really quit, thus making the study of intention to quit more appropriate than actual turnover, furthermore, employees who are thinking of quitting may still be persuaded to stay yet it is too late to change the work environment for those who have already left employment. According to Chiboiwa, et al., (2010), it is prudent to study the turnover intention of employees and take remedial action in time instead of addressing it after the employees have already left the organisation. From the employers' perspective, once an employee has quit, there is little the employer can do except assume the expense of hiring and training another employee.

To sum it up, teacher turnover has an effect on schools, students, and the educational system. In fact, turnover contributes to teacher shortages and teacher employers often respond by hiring inexperienced or unqualified teachers, increasing class sizes, or cutting class offerings, all of which impact student learning. Both teacher inexperience and rates of turnover negatively impact student learning, which means that students in schools with high turnover and few experienced teachers are at a decided educational disadvantage.

Theoretical Framework:

The theoretical framework for this study is the Social Exchange Theory (SET) by Homans (1958). Homans based his theory on concepts of equilibration, expectancy, and distributive justice in dyadic exchange.

Homans (1961) states that social behaviour is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige.

Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. This process of influence tends to work out at equilibrium to a balance in the exchanges. For a person in an exchange, what he gives may be a cost to him, just as what he gets may be a reward and his behaviour changes less as the difference of the two profits, tends to a maximum.

SET is based on five key propositions developed by Homans (1958) that assist in structuring individuals' behaviours based on rewards and costs. This set of theoretical ideas represents the core of his version of social exchange theory:

- (i) The first proposition: The Success Proposition states that behaviour that creates positive outcomes is likely to be repeated.
- (ii) The second proposition: The Stimulus Proposition believes that if an individual's behaviour is rewarded in the past, the individual will continue the previous behaviour.
- (iii) The third proposition: The Value proposition believes that if the result of a behavioural action is considered valuable to the individual, it is more likely for that behaviour to occur.
- (iv) The fourth proposition: The Deprivation-satiation proposition believes that if an individual has received the same reward several times, the value of that reward will diminish.
- (v) The fifth proposition discusses when emotions occur due to different reward situations. Those who receive more than they expect or do not receive anticipated punishment will be happy and will behave approvingly.

The social exchange theory can be used to understand workplace behaviour. It suggests that breach of psychological contract is a major employment relation that leads to emotional or affective response by an employee which is expected to predict employee turnover intentions.

Looking at these major assumptions of social behaviour as a series of exchanges; Individuals attempt to maximise their rewards and minimise their costs; and when individuals receive rewards from others, they feel obligated to reciprocate. Negotiated exchanges between parties i.e. the employee and the employer is based on the expectations that inputs will lead to a proportionate outcome, and that, social relations (employment relationships) are formed by the use of subjective cost-benefit analysis and the evaluation of alternatives. Therefore, the SET laid the basic foundation for understanding the transactional psychological

contract. When individuals receive the fulfillment of their psychological contract from their organization, they feel obliged to respond in kind and repay the organisation. This is a description of engagement as a two-way relationship between the employer and employee; this is what brings about a psychological contract. One way for individuals to repay their organisation is through their level of engagement. The more engaged the employees are to their work, the greater amounts of cognitive, emotional, and physical resources they will devote to perform their job duties. When the organisation fails to provide economic resources, the employees are more likely to be dissatisfied with their job and hence develop an intention to withdraw and disengage themselves from their roles or the organisation.

Furthermore, social exchange in the workplace assumes mutual obligation based on exchanges between parties (primary school teachers and their organisation). The exchanges at work are often governed by reciprocity norms such that when primary school teachers receive something from their organisation, they feel compelled to reciprocate, typically in kind (i.e., positively or negatively). For instance, SET assumes that rewards and costs drives relationship decisions. Parties in an employment relationship take responsibility for one another and depend on each other. The cost is something of value that is given up; it can also be the withdrawal of a reward or punishment such as time, efforts, money, etc that a party gives up in exchange for rewards which is termed as profit (money, services, efforts, etc) this is more of the transactional psychological contract.

Employees expect rewards that they receive in exchange for their contributions (e.g., compensation, promotions, and career development opportunities, annual increment). If an imbalance between inputs (efforts) and outcomes occurs, individuals are likely to reduce the discrepancy by adjusting their attitudes, contributions, or outcomes to restore the balance between the two ratios. This means that an employee's effort in the organisation should be commensurate with the expectation he has from the employer otherwise it will lead to unmet expectation which leads to turnover intention.

Methodology:

A cross-sectional survey research design was used to collect data once at a time from respondents through questionnaires to meet the research objectives. A cross-Sectional survey design is economical and it does not take a longer time to collect

data from the respondents. It is also the most common research design used in various studies in human resource management most especially psychological contract and turnover (Rousseau, 2000 and 2004; Lee, 2013; Antoki & Trivellas, 2014; Umar, 2016).

The target population is the primary school teachers from the two selected local government education authorities i.e. Ajingi and Tarauni local government education authorities of Kano State, Nigeria. Ajingi LGEA has 787 teaching and non-teaching staff where there were 507 primary school teachers (Ajingi LGEA Personnel Management Department, 2020) while Tarauni LGEA has a population of 1998 total staff with 1580 number of primary school teachers (Tarauni LGEA Personnel Management department, 2020).

The sample size for this study was determined using Krejcie and Morgan's (1970) table which greatly simplified the process of sample size determination. According to this table, the sample size for a given population of 2080 has a size of 322.

Measurement of Turnover Intention: The turnover intentions scale was developed as part of the Michigan Organization Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). However, Ncedo (2013) adapted the scale with a four scale. Therefore, in this study, the turnover intention was measured using a questionnaire adapted from Ncedo, (2013) where four items were used to measure turnover intention. First, the intention of leaving the job in the next three months, intention of leaving the job in the next six months, intention of leaving the job sometime in the next year, and intention of leaving the job in the next two years. The respondents were asked to rate their turnover intention using the scale of Very Low, Low, Uncertain, High, and Definite. Ncedo (2013) obtained the value of a Reliability statistic for turnover intention with the Cronbach's Alpha 0.924 for the 4 items. Therefore, the study adopted the four items from Ncedo, (2013) of turnover intention to measure the construct. Turnover Intention has a Cronbach's Alpha of 0.818 and convergent validity of 0.879 as presented in table 5 under the discussions.

Measurement of Transactional Psychological Contract: The transactional psychological contract is measured from two dimensions of short-term and narrow obligations from both the employee and the employer perspectives. From the employee and the employer's term obligations, there are five sets of items

each while the narrow obligations have five items from the employee side with another five-set of questions from the employer's narrow obligations. Transactional Psychological Contract has internal consistency reliability that is Cronbach's Alpha reliability of 0.896 and convergent validity of 0.915 respectively which is above the rule of thumb 0.70 as presented under table 5 of this paper. The analysis was carried out using Smart PLS3 analysis.

Results and Discussions:

Data collected were presented and analysed. The analyses of the measurement model through construct validity and internal consistency reliability analysis of measures used were presented and the structural model for testing direct relationships between TPC and TI was carried out using the Smart PLS3 approach. 322 questionnaires were administered to sample respondents, 300 questionnaires were successfully filled and returned making a 93% response rate which falls above the range of common response rate of 40-50% in social science study in Nigeria (Linus, 2001), in addition, a response rate of 30% is considered adequate for a survey (Sekaran, 2003; Hair et al., 2010).

Normality Test

Normality is the mainly significant postulation in multivariate analysis (Tabachnick & Fidell, 2007; Hair et al., 2010). Accordingly, all the two; the univariate and multivariate normality were examined. The preliminary test of normality reveals that there was a sign of non-normality, which was revealed by calculating the Z-score values for each item. A few cases had a Z- the value of more than ± 2 and broaden above the variables. Subsequently, after the transformation, the Skewness and Kurtosis of all the items are within the acceptable range of < 2 and < 7 respectively. For instance, skewness values are less than 2; similarly, the kurtosis values, are less than 7. Perhaps this is in line with the examination of Tabachnick and Fidell, (2007) that data transformation improves outcome, and that normality should be re-checked after normalization.

Knowing that the homoscedasticity test is related to the assumption of normality, if the data is fairly normal, then the relationships between the variables are assumed to be homoscedastic and, thus, heteroscedasticity is absent (Tabachnick, & Fidell, 2007). Both the multivariate and univariate normality is confirmed in this study, which enables us to conclude that the assumptions of homoscedasticity, and, the absence of heteroscedasticity are achieved.

Multicollinearity

Multicollinearity is a dilemma that happens when the independents' variables are extremely interrelated to as high as 0.9 and above (Tabachnick & Fidell, 2007). If the multicollinearity problem is detected, it can be resolved by deleting the offending variables(s). To screen for multicollinearity, Variance Inflation Factor (VIF) was examined. The general rule of the cut-off points is that the VIF values should not exceed 5 (Hair et al., 2016). From Table 3 VIF is within the accepted limits and, thus, is good enough and consequently, it is concluded that there is no multicollinearity problem among the exogenous variables.

Table 2 Collinearity (VIF)

Constructs	VIF
TO_INT	2.524
Tran-Psy_Cont	3.021

Source: SPSS Output, 2021

From the table 2, it is evident that none of the variables are extremely interrelated with any other variables. For instance, among the variables all the association values are fit below the yardstick of 0.5, therefore, the study concludes that there is no dilemma of multicollinearity among the variables under examination.

Assessment Model:

The study used PLS structural equation modeling (SEM) to calculate approximately its theoretical model using the software application SmartPLS 3 (Hair, Ringle, & Sarstedt, 2017). In PLS analysis, the first step is to evaluate the measurement model consisting of validity and reliability (Ramayah, Lee, & In, 2011). Reliability test tries to assess how consistently measuring tools measures the idea believed to measure, on the other hand, validity tests tries to assess how sound an instrument measures an exacting concept it is designed to measure (Hair et al, 2010; Sekaran & Bougie, 2010).

Furthermore, the outer model is evaluated by the particular item internal consistency reliability, construct internal consistency reliability, and construct validity. The reliability, convergent, and discriminant validity of the instruments were assessed using the methods developed for a PLS context by both Fornell and Larcker (1981) and heterotraits-monotraits. In PLS analysis, the projecting power of an individual model is evaluated by the R squared (R²) figures of the endogenous constructs or latent variables, as well as ascertaining the standard

path coefficient for each association from exogenous variables to endogenous variables. The R2 values signify the sum of variance in the construct that is explained by the model (Hair et al, 2013).

The dependent variable is the turnover intention and has a total of 4 indicators, while the independent variable transactional psychological contract with 20 indicators.

Table 3 Measurement Model: Reliability and Convergent Validity

Construct	Items	Loadings	CA	CR	AVE
Tran Cont	EMPST_1	0.75	0.896	0.915	0.519
	EMPST_2	0.709			
	EMPST_3	0.76			
	EMPST_4	0.688			
	EMPST_5	0.762			
	EMPST_6	0.709			
	EMPST_7	0.76			
	EMPST_8	0.688			
	EMPST_9	0.762			
	EMPST_10	0.709			
Turn-In	TO_INT1	0.836	0.818	0.879	0.646
	TO_INT2	0.821			
	TO_INT3	0.761			
	TO_INT4	0.795			

Source: Smart PLS computed Output 2021

As can be seen from Table 6 the indicators have loadings of 0.50 and above. Therefore, based on the criterion given by (Hair *et al.* 2014; Ab Hamid *et al.* 2017), all the remaining items are reliable to measure their respective reflective latent constructs.

Assessment of the Structural Model

Under the structural model, the study tested the hypothesis of the study, determined the coefficient of determination, effect size, and the predictive relevance of the model. Specifically, a standard bootstrapping procedure was employed using several 5000 bootstrap samples for 322 cases to assess the significance of the path coefficients of direct relationships (Hair *et al.*, 2014;

2017) this is to empirically examine the direct relationships between independent variable (TPC) and the dependent variable (TI). The null hypothesis states that, there is no significant relationship between transactional psychological contract and the turnover intention among primary school teachers in Ajingi and Tarauni LGEAs of Kano State.

The results of the test of hypothesis shows that transactional psychological contract has significant negative effect on turnover intention among primary school teachers Ajingi and Tarauni LGEAs of Kano State with Beta value = -0.529 t-value = 2.251 & p-value =0.025.

The result disclosed that, the transactional psychological contract has significant and negative effect on turnover intention among primary school teachers in Ajingi and Tarauni LGEAs in Kano State and a unit increase in transactional psychological contract lead to reduction in turnover intention by -0.529. This result is inconsistent with the findings of Umar, (2016) whose findings revealed that transactional psychological contract has no significant influence on employee turnover intention in the Nigerian deposit money banks. Also, the result is inconsistent with Aykan, (2014)'s study which found that a relationship was not observed between transactional contracts and turnover intention. However, the finding is consistent with the existing works of literature which proved that psychological contract has negative consequences for both individuals and organisations, as it heightened employees' turnover intention (Robinson & Rousseau, 1994; Turnley & Feldman, 2000; Tekleab & Taylor, 2003; Raja et al., 2004).

Conclusion and Recommendations

Transactional psychological contract was proved to have significant and negative effect on turnover intention among primary school teachers in Kano State, this implies that, it plays a very important role in enhancing employee-employer relationships. In view of the above therefore, it is recommended that, Kano State government should make efforts to provide favourable working environment for primary school teachers in the State by giving priority in the provision of stable wages, equate primary school teachers with the other workers in the State in terms of annual increment in salaries, and general salary review in the State. Furthermore, primary school teachers should be given more opportunities for advancement and promotion. This could be done by ensuring that, the previous years' promotion backlogs were settled and making proper provision for teachers'

promotion and advancement in the LGEAs' and SUBEB's annual appropriation, and putting control measures to ensure effective compliance by the authorities concerned. In addition,

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Effect of Transactional Psychological Contract on Turnover Intention among Health Workers in Kano State

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Abstract

Employment relationship is a contractual type. This could either be formal contract which is written and agreed by both parties, the violation of which can lead to juristic action, or psychological contract which is unwritten and implied expectation whose violation can only lead to change in behaviour by the aggrieved party. However, the implied contracts which plays significant role in determining employee-employer relationship has not been given much priority and concern. This study aims at examining the effect of transactional psychological contract (TPC) on turnover intention of health workers in Kano State Ministry of Health particularly Kano State Hospitals Management Board (KSHMB). Data for the study were generated from primary and secondary sources. The instruments of the primary data collection used was questionnaire while secondary sources made use of annual reports, gazettes, papers presented at workshops. Data were analysed using descriptive and inferential statistical tools. Questionnaires were distributed on a sample of 357 respondents selected from the target population of the health professionals serving under the KSHMB which is 4812 cutting across the 40 facilities under the Board through a Cluster and simple random sampling techniques to test the hypothesis “transactional psychological contract has no significant effect on turnover intention among health workers in Kano State”. Partial Least Squares (PLS) path modeling using the smartPLS3 statistical software revealed that, TPC has positive but a weak effect on turnover intention among

health workers in Kano State. It was recommended among other things that, Kano State government should give concern for health workers short-term and long-term wellbeing. This could be through provision of stable wages without undue salary underpayment, ensure fulfillment of the effective delivery of government promises to the health workers, as well as timely payment of retirement benefits.

Keywords: *Transactional psychological contract, Turnover intention, Health workers, and Reciprocity.*

Introduction and Problem in Context

Psychological contract implies that the individual has a variety of expectations of the organisation and that the organisation has a variety of expectations of him. These expectations not only cover how much work is to be performed for how much pay, but also involve the whole pattern of rights, privileges, and obligations between workers and organisations. Accordingly, expectations such as these are not written into a formal agreement between employees and organisations, yet they operate powerfully as determinants of behaviour (Denisi & Griffin, 2005; Gabriel & Jonathan, 2012). These beliefs are predicated on the perception that a promise has been made (of employment or career opportunities) and a consideration offered in exchange for it (accepting a position, foregoing other job offers), binding the parties to some set of reciprocal obligations (Rousseau & Tijoriwala, 1998).

Psychological contracts can be mainly classified into Transactional, Relational, Transitional, and Balanced contracts (Brande, Jansen, Sels, & Overlaet, 2002). Transactional Contract is the type of contract which contains terms of exchange given in monetary value. For example, employees may expect a bonus when they have achieved more than their expected target. Where the perception cannot be met, it give rise to psychological contract breach. Psychological contract breach is the employee's perceptions that the organisation failed to fulfill one or more obligations associated with perceived mutual promises (Morrison & Robinson, 1997) and have negative consequences (Buyukyilmaz & Cakmak, 2013) for both individuals and organisations, such as reduced job satisfaction (Turnley & Feldman, 1999; Kickul & Lester, 2001; Tekleab & Taylor, 2003), reduced organisational commitment (Lester et al., 2002), lowered performance (Bal et al., 2010), lowered organisational citizenship behaviour (Robinson & Morrison, 1995; Suazo et al., 2005; Restubog et al., 2008), increased burnout (Gakovic & Tetrick, 2003), affords employees a sense of self-control and security in their relationship

with employers (Shore & Tetrick, 1994) and heightened turnover intention (Robinson & Rousseau, 1994; Tekleab & Taylor, 2003).

Turnover intention or intention to leave is an individual desire or willingness to quit or leave an employer organisation. It is not just intending to quit the location, but the work role, the job, and also the organisation (Price, 2001). Turnover intention is one of the major determinants of turnover behaviour (quitting behaviour). Therefore, employees nurture turnover intention and if this is not checked, it might result in a high loss of employees (employees' turnover). Loss of employees or employees' turnover can cause psychological distress, reduce productivity, quality of service, and increase recruitment cost (Powell & York, 1992; Mustapha & Mourad, 2007).

According to Carmeli and Weisberg (2006) turnover intention starts when an employee is thinking about leaving an organisation, finding another alternative, and finally having a turnover intention. If such alternatives do not exist, employees may involuntarily stay in their jobs, which lead to the problem of a change in attitude and effort and a possible decline in performance (Özbağ, Ceyhun, & Çekmecelioğlu, 2014). For people who stay on the job because of a lack of an attractive alternative, it leads to lower productivity and effectiveness at work (Maslach et.al, 2001). It can also lead to work overload, mistrust, disruption in a workflow, and further turnover (Wagner, 2010; Miller, 2010). When employees leave, organisations lose their knowledge, skills, and abilities which can have a detrimental impact upon organisational effectiveness which may jeopardize the operations of the organisation i.e. public sector be it at the federal, state, or local government.

World Health Organisation (WHO, 2006) reports that the world does not have sufficient health personnel estimating that, about 4 million health workers are needed to fill the gap in the global human resources of health (WHO, 2006).

Africa is home to one billion people and over 300 million of the global poorest people (Broadman, 2005). As of 2015, the average poverty rate stood about 41 percent. The current population of Africa is 1.3b, based on the UN estimates which constitute 18.2 percent of the world's population (Worldometer, 2020) with a 27th poorest country out of 28 globally. Consequently, the literacy level and the health status of the continent have been low compared to other continents of the world. For instance, going by the recommendation of the World Health

Organisation (WHO) of one doctor per a population of 5,000 people, about 10 African countries have one doctor to 30,000 or more people (Schrecker & Labonte, 2004). Nigeria had a doctor-population ratio of 1:24,607 in 1979 with a population growth rate of 2.3 percent per annum (Mbanefoh, 1992). In 2018 Nigeria has 36.6 medical doctors per 100,000 persons which are below WHO recommendation of 1:600 doctor/patient ratio.

Nigeria Continue to face severe shortages of health workers and this is not unconnected to factors such as quality of health infrastructure, number, and workload of health workers, salaries and intangibles such as the fulfillment of psychological needs of workers that influence the decisions of health workers to leave or to stay. Besides, the dearth of skills, high turnover rates, brain drain and poor motivation, differential conditions of service, remuneration, and work environment; negative attitude to work, and poor supervision are contributing to inequitable access to health care services to the disadvantage of lower levels. Operating within the difficult milieu described above is the health worker, a critical part of the health system and perhaps the most essential of the health sector's resources, whose satisfaction and effective utilisation enhances the efficiency and effectiveness with which all the other resources used relied upon (WHO, 2006; Miller, 2010).

It is well-acknowledged fact that Nigeria's health workers are geographically mal-distributed in favour of urban areas and Southern Nigeria. Factors such as overall level of development, quality of health infrastructure, number and workload of health workers, salaries, and intangibles influenced the decisions of health workers to leave or to stay (FGN, 2013). Apart from these, the current state of insecurity in some states in Northern Nigeria such as the North-East zone, Zamfara, Katsina, Kaduna States etc is contributing to their inability to attract medical doctors to their health facilities.

Nigeria's health workforce profile has shown the density of medical doctors in some states, highlighting the terrible disadvantage of the Northern States in the area of health workers. Lagos State and the FCT have 10 -15 times the number of doctors in ten Northern states in Nigeria. When Kano has 6.1 ratios of health workers per 100,000 populations, states like Lagos had 503: 100,000 populations (FGN, 2013). Furthermore, in the year 2006, Kano has a population of 9,383,682 has a total number of physician of 234 while Lagos State has a population of 9, 013,534 with several physicians of 3705 with a ratio of 1: 2,433 which is about

twenty times more than that of Kano State which gives a ratio of 1: 40,101 populations. This cannot be unconnected to a high rate of turnover and the low job satisfaction of health workers coupled with the unfulfilled psychological contract of the health workers in some of these states. These cut across both the transactional psychological contract informed by low pay package, consistent salary cut, and underpayment of health workers, relational psychological contract informed by stressful work environment to list a few.

In a bid to address these whole issues, the federal government of Nigeria undertook drastic measures which include among others efforts to motivate and retain health care professionals by providing special salary scales such as CONMESS and CONHESS for health professionals; and preferential entry point for health professionals in the public sector. This was hoped to provide psychologically satisfied workers and reduce turnover among the health professionals. The question to ask has this effort reduced the turnover intention among health workers in Nigeria and Kano State in particular.

Despite the efforts by the government to address the factors that lead to turnover among health workers; still, there is a disproportionate distribution of health workers among the six geopolitical zones in Nigeria. For instance, Lagos state and the FCT (82: 100, 000) have 10-15 times the number of doctors in ten Northern Nigeria states including Zamfara (2.7: 100,000), Katsina (2.0: 100,000), Kebbi, Jigawa, Bauchi, and Niger. North West has a physician of 8.59 ratio of health workers to 100,000 populations with 26% percentage of Nigeria's population. North Central has a Percentage of 9.73 health workers with 14 % of the country's population. North East Percentage of 4.06 with 14 % of the country's population. While South West, Percentage, is 43.9 with 20% of the country's population. South East has 19.59 physicians and accounting only for 12% of the population. South-South has 14.37 with a percentage contribution to the country's population of 15 %. Kano, in particular, has 6.1 ratios of health workers per 100,000 populations while states like Lagos had 503: 100,000 populations (FGN, 2013).

While commenting on the inadequacy of the health workers and the density of healthcare workers in Kano State, Gadanya was quoted to have lamented that, as of January 2017, Kano State had a total of 359 medical doctors which amount to a density of 2.8 per 100,000 populations while the density for nurses and midwives stood at 8.0 and 5.9 per 100,000 populations, respectively. In further highlighting on the phenomena, he said based on these statistics, the median density for the

three cadres in Kano is 5.6 per 100,000 populations which he described as substantially below the minimum requirement of 2.28 per 1,000 populations, as stated in the World Health Report, and therefore an issue of great concern. He stated that the sub-optimal health care workers (HCWs) patients' ratio affected the provision of essential healthcare service adding that whereas about 80% of Kano's population live in rural areas, only about 26% of the healthcare workers in the state live in rural areas (African news page, 2018).

In view of the above stated problem, the central question to ask is to what extent does transactional psychological contract affects turnover intention among Health workers in Kano State? It is the objective of this study to examine the effect of transactional psychological contract on turnover intention among Health workers in Kano State. However to achieve this the study hypothesised that, transactional psychological contract has no significant effect on turnover intention among Health workers in Kano State.

Conceptual Issues:

Transactional Psychological contract

Argyris (1960) was the first to utilise the term psychological contract. Argyris made reference to a psychological work contract and he defined it in terms of there being an implicit relationship between the employees and their foreman. He believed that the psychological contract between the parties allowed for the expression and gratification of each other's needs (Sambrook & Wainwright, 2010; Umar, 2016).

The concept was then developed by the social psychologist Schein (1965) who defines the term as, the unwritten set of expectations operating at all times between every member of an organisation and the various managers and others in that organisation. Each employee has expectations about such things as salary or pay rate, working hours, benefits, and privileges that go with a job, the organisation also has more implicit, subtle expectations that the employee will enhance the image of the organisation, will be loyal, will keep organisational secrets and will do his or her best. Here, there is a reference to the potential parties involved, including employees, managers, and the organisation. Schein believed that the psychological contract whilst unwritten was a powerful determiner of the way people behave within organisations. The psychological

contract according to Schein has two levels: individual and organisational (Anderson & Schalk, 1998).

Transactional psychological contracts (TPC) as a dimension of the psychological contract implies an egoistic or instrumental model of human nature because employees are concerned about themselves as primary beneficiaries of the exchange (Rousseau & McLean Parks, 1993). Individuals who form a TPC with an organization often do so either because they view the current job and organization as a stepping stone to further their career aspirations or because the organization has indicated that the employment relationship will be short-term in nature. Individuals with a transactional contract have been found to have low levels of affective commitment (Irving & Bobocel, 2002). Transactional contracting can also be seen to reflect Kelman's (1958) concept of compliance where individual behaviour is predicated on influence attempts that involve the promise of reward or punishment. Compliance does not involve shared beliefs but rather consists of a calculated desire to maximize personal utility.

TPC involves economic or monetisable exchange over a limited time. From the employee side, it involves high pay, advancement, merit pay, and the financial reward for performance, few commitments to the organisation, working for a limited time, performing only duties for which one is compensated, having no future obligation for the employing organisation, and leaving at any time when one chooses. From the employer side payment is only attached to duties performed, limited involvement of employee in the organisation, giving training only to employee's current job, make no promise to continue retaining employee in the future, providing short term employment and employment can be terminated at any time. Work duties and working conditions are well specified, with any change requiring a renegotiation of the contract.

Concept of Turnover Intention

Turnover intention is an individual's estimation of the probability that they will leave an employing organisation. In defining turnover intention, Bester, (2012) noted that turnover intention is seldom precisely defined on the assumption that people perceive the term to be self-explanatory. Bester, (2012) further argued that many researchers (Horn, Griffeth & Salaro, 1984; Mowday, Steers, & Porter, 1979) viewed turnover intention as the final step in the decision-making process before a person actually leaves a workplace. Turnover intention can, therefore, be described as an individual's behavioural intention or conation. Lacity, Lyer, and

Rudramuniyaiah, (2008) defined turnover intention as the extent to which an employee plans to leave the organisation.

The inflow of manpower is referred to as accession and the outflow is separation (leaving). Separation may be in the form of quits, discharges, lay-offs, retirement, leaves of absence, and even death. Accession, on the other hand, has to do with replacements and new hires. Labour turnover is one of the unorganized forms of industrial conflict. It is a retreat by employees usually from unsatisfactory situations. Satisfaction is however only a part of the answer to the problem of labour turnover (Ibrahim, Usman & Bagudu, 2013).

In line with the above, employees' turnover can be viewed as the rate of movement of employees in and out of an organisation. A more elaborate view was given by Mobley, (2010), where he argued that turnover is the complete discontinuance of membership in an organisation by the person who received monetary compensation from the organisation. Pelit, Ozturk, and Arslanturk, (2010) define turnover as "the ratio of the number of organisational members during the period being considered divided by the average number of people in that organisation during the period."

Turnover occurs for many different reasons. Ibrahim, et al (2013) argues that sometimes a new job attracts employees and pulls them to leave the old one. On the contrary, the employee is also pushed to leave their job due to the dissatisfaction in their present workplace or domestic circumstances when someone relocates with their spouse or partner. A poor relationship with management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even when offered higher salaries elsewhere. A lack of proper training and development is also a major cause of voluntary turnover. Employees have a preference for the security of their jobs. Turnover could be minimized by considering different preventive measures by the management. These may include providing training to the employee for effective supervision before appointing or upgrading them, providing security of jobs with a good working environment, etc.

Employee turnover can be extremely devastating for any organisation. It makes it difficult for employers to maintain a steady and successful operation. Management should have their rating on employee turnover and measuring how this affects organisations performance. Many academic scholars pointed out turnover as the correlation between job dissatisfaction and decreased

organisational commitment. The stronger the feeling of discontent in one's job, the more likely one is to begin a search for an alternative job (Ibrahim, et al, 2013). When an employee leaves an organisation, it can have a variety of effects that not only impact the organisation but also the individual employee and society.

Theoretical Framework:

The theoretical framework for this study is the Social Exchange Theory (SET) by Homans (1958). Homans based his theory on concepts of equilibration, expectancy, and distributive justice in dyadic exchange.

Homans (1961) states that social behaviour is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige. Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. This process of influence tends to work out at equilibrium to a balance in the exchanges. For a person in an exchange, what he gives may be a cost to him, just as what he gets may be a reward and his behaviour changes less as the difference of the two profits, tends to a maximum.

SET is based on five key propositions developed by Homans (1958) that assist in structuring individuals' behaviours based on rewards and costs. This set of theoretical ideas represents the core of his version of social exchange theory:

- (i) The first proposition: The Success Proposition states that behaviour that creates positive outcomes is likely to be repeated.
- (ii) The second proposition: The Stimulus Proposition believes that if an individual's behaviour is rewarded in the past, the individual will continue the previous behaviour.
- (iii) The third proposition: The Value proposition believes that if the result of a behavioural action is considered valuable to the individual, it is more likely for that behaviour to occur.
- (iv) The fourth proposition: The Deprivation-satiation proposition believes that if an individual has received the same reward several times, the value of that reward will diminish.
- (v) The fifth proposition discusses when emotions occur due to different reward situations. Those who receive more than they expect or do not receive anticipated punishment will be happy and will behave approvingly.

The social exchange theory can be used to understand workplace behaviour. It suggests that breach of psychological contract is a major employment relation that leads to emotional or affective response by an employee which is expected to predict employee turnover intentions.

Looking at these major assumptions of social behaviour as a series of exchanges; Individuals attempt to maximise their rewards and minimise their costs; and when individuals receive rewards from others, they feel obligated to reciprocate. Negotiated exchanges between parties i.e. the employee and the employer is based on the expectations that inputs will lead to a proportionate outcome, and that, social relations (employment relationships) are formed by the use of subjective cost-benefit analysis and the evaluation of alternatives. Therefore, the SET laid the basic foundation for understanding the transactional psychological contract. When individuals receive the fulfillment of their psychological contract from their organization, they feel obliged to respond in kind and repay the organisation. This is a description of engagement as a two-way relationship between the employer and employee; this is what brings about a psychological contract. One way for individuals to repay their organisation is through their level of engagement. The more engaged the employees are to their work, the greater amounts of cognitive, emotional, and physical resources they will devote to perform their job duties. When the organisation fails to provide economic resources, the employees are more likely to be dissatisfied with their job and hence develop an intention to withdraw and disengage themselves from their roles or the organisation.

Furthermore, social exchange in the workplace assumes mutual obligation based on exchanges between parties (health workers and their organisation). The exchanges at work are often governed by reciprocity norms such that when health workers receive something from their organisation, they feel compelled to reciprocate, typically in kind (i.e., positively or negatively). For instance, SET assumes that rewards and costs drive relationship decisions. Parties in an employment relationship take responsibility for one another and depend on each other. The cost is something of value that is given up; it can also be the withdrawal of a reward or punishment such as time, efforts, money, etc that a party gives up in exchange for rewards which is termed as profit (money, services, efforts, etc) this is more of the transactional psychological contract.

Employees expect rewards that they receive in exchange for their contributions (e.g., compensation, promotions, and career development opportunities, annual

increment). If an imbalance between inputs (efforts) and outcomes occurs, individuals are likely to reduce the discrepancy by adjusting their attitudes, contributions, or outcomes to restore the balance between the two ratios. This means that an employee's effort in the organisation should be commensurate with the expectation he has from the employer otherwise it will lead to unmet expectation which leads to turnover intention.

Methodology:

A cross-sectional survey research design was used to collect data once at a time from respondents through questionnaires to meet the research objectives. A cross-sectional survey design is economical and it does not take a longer time to collect data from the respondents. It is also the most common research design used in various studies in human resource management most especially psychological contract and turnover (Rousseau, 2000 and 2004; Lee, 2013; Antoki & Trivellas, 2014; Umar, 2016).

The population of health workers of the Kano State Hospitals Management Board (KSHMB) is 4812. This is distributed within the existing 14 Zonal offices under the Board who are responsible for managing the 40 Secondary Health Facilities in the state. The facilities comprised of 2 specialists' hospitals, 1 teaching hospital, 10 specialised hospitals, 22 general hospitals, 4 cottage hospitals, and 1 dental clinic, under KSHMB cutting across the 44 local government areas of the state.

The sample size for this study was determined by using Krejcie and Morgan's (1970) table which greatly simplified the process of sample size determination. According to this table, the sample size for a given population of 4812 has a size of 357. 305 questionnaires were returned giving 85% rate of return. As earlier mentioned there were fourteen zones with forty facilities in the KSHMB, eight were in the urban area while six were in rural areas. For this research, ten zones were randomly selected for the administration of questionnaires to respondents. One facility from each zone was selected at random and respondents from the sampled facilities were selected through a simple random sampling technique. Data for the study were sourced from both primary and secondary sources. The instrument of the primary data collection used was an adapted questionnaire. Turnover intention (TI) questionnaire was adapted from the Michigan Organization Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979) as adapted by Ncede (2013), while psychological contract questionnaire was adapted from Rousseau (2000) which provides scales with multiple usage

opportunities (De Vos, 2002). Rousseau's (2000) psychological contract inventory (PCI), has been used in several studies (Maharaj, 2003; Dabos & Rousseau, 2004; Lee, 2004; Umar, 2016), it assessed employer and employee obligations, while secondary sources made use of annual reports, seminar and workshop papers, books, magazines, gazettes, journals, research theses and dissertations and the internet. Data were analysed using smartPLS3 approach.

Measurement of Turnover Intention: The turnover intentions scale was developed as part of the Michigan Organization Assessment Questionnaire (Cammann, Fichman, Jenkins, & Klesh, 1979). However, Ncede (2013) adapted the scale with a four scale. Therefore, in this study, the turnover intention was measured using a questionnaire adapted from Ncede, (2013) where four items were used to measure turnover intention. First, the intention of leaving the job in the next three months, intention of leaving the job in the next six months, intention of leaving the job sometime in the next year, and intention of leaving the job in the next two years. The respondents were asked to rate their turnover intention using the scale of Very Low, Low, Uncertain, High, and Definite. Ncede (2013) obtained the value of a Reliability statistic for turnover intention with the Cronbach's Alpha 0.924 for the 4 items. Therefore, the study adopted the four items from Ncede, (2013) of turnover intention to measure the construct. Turnover Intention has a Cronbach's Alpha of 0.818 and convergent validity of 0.879 as presented in table 5 under the discussions.

Measurement of Transactional Psychological Contract: The transactional psychological contract is measured from two dimensions of short-term and narrow obligations from both the employee and the employer perspectives. From the employee and the employer's term obligations, there are five sets of items each while the narrow obligations have five items from the employee side with another five-set of questions from the employer's narrow obligations. Transactional Psychological Contract has internal consistency reliability that is Cronbach's Alpha reliability of 0.896 and convergent validity of 0.915 respectively which is above the rule of thumb 0.70 as presented under table 5 of this paper. The analysis was carried out using Smart PLS3 analysis.

Results and Discussions:

Data collected were presented and analysed. The analyses of the measurement model through construct validity and internal consistency reliability analysis of measures used were presented and the structural model for testing direct

relationships between TPC and TI was carried out using the Smart PLS3 approach. 357 questionnaires were administered to sample respondents, 305 questionnaires were successfully filled and returned making an 85% response rate which falls above the range of common response rate of 40-50% in social science study in Nigeria (Linus, 2001), in addition, a response rate of 30% is considered adequate for a survey (Sekaran, 2003; Hair et al., 2010). Normality test including homoscedasticity, Skewness, Kurtosis and multicollinearity as well as the assessment and structural models were presented in this unit.

Normality Test

Normality is the mainly significant postulation in multivariate analysis (Tabachnick & Fidell, 2007; Hair et al., 2010). Accordingly, all the two; the univariate and multivariate normality were examined. The preliminary test of normality reveals that there was a sign of non-normality, which was revealed by calculating the Z-score values for each item. A few cases had a Z- the value of more than ± 2 and broaden above the variables. Subsequently, after the transformation, the Skewness and Kurtosis of all the items are within the acceptable range of < 2 and < 7 respectively. For instance, skewness values are less than 2; similarly, the kurtosis values, are less than 7. Perhaps this is in line with the examination of Tabachnick and Fidell, (2007) that data transformation improves outcome, and that normality should be re-checked after normalization.

Knowing that the homoscedasticity test is related to the assumption of normality, if the data is fairly normal, then the relationships between the variables are assumed to be homoscedastic and, thus, heteroscedasticity is absent (Tabachnick, & Fidell, 2007). Both the multivariate and univariate normality is confirmed in this study, which enables us to conclude that the assumptions of homoscedasticity, and, the absence of heteroscedasticity are achieved.

Multicollinearity

Multicollinearity is a dilemma that happens when the independents' variables are extremely interrelated to as high as 0.9 and above (Tabachnick & Fidell, 2007). If the multicollinearity problem is detected, it can be resolved by deleting the offending variables(s). To screen for multicollinearity, Variance Inflation Factor (VIF) was examined. The general rule of the cut-off points is that the VIF values should not exceed 5 (Hair et al., 2016). From Table 1 VIF is within the accepted limits and, thus, is good enough and consequently, it is concluded that there is no multicollinearity problem among the exogenous variables.

Table 1 Collinearity (VIF)

Constructs	VIF
TO_INT	2.524
Tran-Psy_Cont	3.021

Source: SPSS Output, 2021

From the table 1, it is evident that none of the variables are extremely interrelated with any other variables. For instance, among the variables all the association values are fit below the yardstick of 0.5, therefore, the study concludes that there is no dilemma of multicollinearity among the variables under examination.

Assessment Model:

The study used PLS structural equation modeling (SEM) to calculate approximately its theoretical model using the software application SmartPLS3 (Hair, Ringle, & Sarstedt, 2017). In PLS analysis, the first step is to evaluate the measurement model consisting of validity and reliability (Ramayah, Lee, & In, 2011). Reliability test tries to assess how consistently measuring tools measures the idea believed to measure, on the other hand, validity tests tries to assess how sound an instrument measures an exacting concept it is designed to measure (Hair et al, 2010; Sekaran & Bougie, 2010).

Individual Item Reliability of the Measurement Models for the DV and the IV

To ascertain the individual item reliability and other measurement model assessments, the study performed PLS algorithm (Geladi & Kowalski, 1986) as presented in table 2. The individual item or factor reliability of reflective constructs was determined using the outer loadings of each construct's indicators (Duarte & Roposo, 2010; Hair *et al.*, 2012; Hulland, 1999). Based on Hair's *et al.* (2017) rule of thumb, an indicator with 0.70 outer loading is reliable and acceptable. Nevertheless, they argued that rather than just automatically eliminating an indicator with loading below 0.70, researchers should consider deleting the factor only if its removal increases the AVE as well as the composite reliability (CR). As such, to maintain a particular indicator, the loading must be between 0.50 and 0.70, and thus the deletion is subject to the increment of the AVE and CR. Hence, following Hair *et al.* (2019) rule of thumb, out of 70 items measuring 5 constructs of this study, only 7 items were deleted leaving the study

with the remaining 17 items with 4 items for the DV and 13 items for the IV for further analysis.

The dependent variable is the turnover intention and has a total of 4 indicators, while the independent variable transactional psychological contract with 20 indicators.

Table 2: Measurement Model: Reliability and Convergent Validity N305

Constructs	Items	Loadings	CA	CR	AVE
Tran_Psy_Cont	EMP_N_3	0.619	0.91	0.926	0.501
	EMP_N_4	0.838			
	EMP_N_5	0.411			
	EMPST_1	0.664			
	EMPST_2	0.855			
	EMPST_3	0.628			
	EMPST_4	0.856			
	EMPST_5	0.812			
	EST_1	0.544			
	EST_2	0.861			
	EST_3	0.845			
	EST_4	0.484			
	EST_5	0.568			
Turn-Int	TO_INT1	0.848	0.87	0.911	0.72
	TO_INT2	0.863			
	TO_INT3	0.813			
	TO_INT4	0.869			

Source: Smart PLS computed Output

Note: 7 items were deleted due to measurement issue (n=305)

As can be seen from the table, the indicators have loadings of 0.40 and above. Even though these items have a loading below 0.70, it was maintained because it is already above the critical level of 0.40, and its removal would not bring about any significant change to either AVE or CR. Therefore, based on the criterion given by (Hair *et al.* 2014; Ab Hamid *et al.* 2017), all the remaining items are reliable to measure their respective reflective latent constructs.

Internal Consistency Reliability of the Model

The most common measurement used for internal consistency is Cronbach alpha and composite reliability, in which it measures the reliability, based on the interrelationship of the observed items variables. However, Cronbach's alpha serve as the lower bound, the composite reliability is the upper bound for internal consistency reliability. Thus, the present study used Cronbach's alpha, and composite reliability (CR) for assessing internal consistency reliability and report in the above table. It has been suggested that a reflective latent construct is said to be reliable when it has at least a 0.70 value of CR (Henseler, Pauline & Ray, 2016). As shown in Table 2, the CA and CR of all the constructs in this study ranged from 0.870 to 0.944. Specifically, table 2 shows that the Cronbach's Alpha, and composite reliability are all above the threshold of 0.70, and therefore, going by the aforementioned rule of thumb of 0.70 and above for the acceptable values, the researcher concludes that all of these constructs are reliable as all their respective composite reliability's values are above the threshold (Hair *et al.*, 2016).

Assessment of the Structural Model

Under the structural model, the study tested the hypothesis of the study, determined the coefficient of determination, effect size, and the predictive relevance of the model. Specifically, a standard bootstrapping procedure was employed using several 5000 bootstrap samples for 305 cases to assess the significance of the path coefficients of direct relationships (Hair *et al.*, 2014) this is to empirically examine the direct relationships between independent variable (TPC) and the dependent variable (TI). The null hypothesis states that, transactional psychological contract has no significant effect on the turnover intention among health workers in Kano State.

The results of the test of hypothesis shows that transactional psychological contract has an insignificant but positive effect on turnover intention among health workers in Kano State with a Beta value = 0.004 t-value = 0.823 and p-value = 0.953. This entails that; transactional psychological contract has a positive but insignificant effect on the turnover intention of health workers in Kano State. The possible explanation for this result may be that health workers who have transactional psychological contract view their relationship with their organisation as more of transactional or exchange. Therefore, if a health worker with transactional psychological contract did not received promised obligations they

expected, they may have feeling that they needed to increase their output which is based on social exchange theory which is the basis of the study. The result is consistent with the study of Umar, (2016) whose findings revealed that transactional psychological contract has no significant influence on employee turnover intention in the Nigerian deposit money banks. The result is also consistent with Aykan, (2014)'s study which found that a relationship was not observed between transactional contracts and turnover intention.

Conclusion and Recommendations

Though, the transactional psychological contract was proved to have an insignificant effect but positive on turnover intention among health workers in Kano State, but it plays a very good role in enhancing employee-employer relationships. It was recommended among other things that, Kano State Hospitals Management Board should give priority towards involving the workers more in the organisation; make them more satisfied with their jobs that will make them be more committed to their work. Government should give more responsibilities to the health workers and ensure that health workers serving the Board on a voluntary and contract basis are given priority when an opportunity for recruitment comes up and less priority on political patronage.

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Effect of Managerial Capacity on the Implementation of Primary Healthcare Programmes in Katsina State

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Abstract

This paper examines the effect of managerial capacity on the implementation of Primary Health Care programmes (PHC) in Katsina State from 2011 to 2019. The problem investigated by this paper is examining whether the local government has the required executive capacity for the implementation of PHC in Katsina State. To achieve this objective, exploratory mixed method design was adopted and data were generated from both primary and secondary sources with questionnaire and interview as instrument for generating the primary data. The population of the study includes the people of Katsina, Funtua, Daura, Chiranchi, Danja and Bindawa local governments (i.e.1,181,644). Krejcie and Morgan table was used and arrived at the sample size of 384. The study revealed that, local government executive capacity has a positive and significant effect in the implementation of PHC programmes. The study recommended that LGAs should

participate in micro and macro planning of the PHC programmes. There should be Integrated Support Supervision from the State Ministry of Health MOH/SPHCDA at least monthly. The State House of Assembly should pass a bill that will move PHC under one umbrella like SPHCDA with a mandate for health facilities, manpower and PHC programmes.

Keywords: Managerial Capacity, Health Care, Planning, Collaboration, Implementation

Introduction and Problem in Context

The 30th World Health Assembly propounded a new concept of Primary Health Care (PHC). That is a departure from previous ideas and concepts of health care (Omoloke, 2015), with specific emphasis on preventive and simple care adapted to local needs and resources. PHC as the key to attaining health for all by the year 2000 and beyond, should be adopted by all member states of the world and be recognized by World Health Organization (WHO). It was also recommended that PHC is supposed to be the first level of care for individuals and families with the national health systems and it should at least be able to provide the following components. 1. Immunization against the major communicable disease. 2. Prevention and control of locally endemic diseases and epidemics. 3. Maternal and child health including family planning. 4. Environmental sanitation including adequate water supply and hygiene. 5. Health education on the prevailing health problems and the methods of controlling them. 6. Adequate nutrition through promotion of food supply. 7. Provision of essential drugs. 8. Appropriate treatment of common diseases and injuries. The basic principles of the PHC system are essential healthcare, community participation, equity and intersectoral collaboration (Kurfi, 2011).

In Nigeria, primary health care system was officially launched on the 17th day of August 1987 at the National Theatre, Iganmu- Lagos (Ahmad, 2014). A deliberate attempt to adapt and nationalize the entire components of the PHC system started in 1986 in 52 pilot Local Government Areas (LGAs), which culminated in the adaption of National Health Policy in 1987 and launched in 1988.

Under the National Health Policy (2004) the Federal Government is mandated to provide institutional framework at the center (NPHCDA) that provides logistics and other support in the implementation of PHC programmes at the grassroots level. The State governments are to establish State Primary Health Care Development Agency (SPHCDA) at the state level for provision, supervision and regulation of Primary Health Care. The Local Government being a government at the grass root and closest to the people is expected to enhance the achievement of

basic, protective, and infrastructural facilities for the attainment of PHC objectives better than the federal government. This can be facilitated through Primary Health Care Department at the LGA level.

In Katsina State, the SPHCDA was established to oversee and support the implementation of PHC programmes at Local Government level. The implementation of the PHC programmes at Local Government level lay heavily with the department of health which is renamed after the programmes (i.e. PHC Department) to make it more relevant. The department is to ensure the implementation of all the 8 goals of the programmes under the supervision and management of the local government. The implementation of the programmes is supposed to be cross-sectoral, whereby all the relevant departments in the State and local government that have bearing to health care delivery were involved and engaged. To achieve this, the Federal Government established the National Primary Healthcare Development Agency (NPHCDA) under the Decree No. 29 of 1992 to provide support and logistics for the provision of PHC services.

In view of this Katsina State Government has committed a lot of resources in order to provide Primary Health Care in line with the global standards. This ranged from establishment of State Primary Health Care Development Agency (KSPHCDA) to PHC Departments at the Local Government Level. The State government also through Ministry for Local Government (MFLG), State Primary Healthcare Development Agency, Ministry of Health and NGOs are working together in order to ensure sound intersectoral collaboration for the provision of PHC service.

In terms of structure, State Primary Healthcare Development Agency is meant to regulate the provision of health care services, in the state through planning, coordination, monitoring and evaluation while the local government PHC Department provides district supervision at the district level and the Health Facility supervisors respectively. The reporting system is bottom – up while coordination is top – down. The planning is central and monitoring and evaluation of the PHC implementation is jointly done by all stakeholders. This structure upholds the management of PHC services at the local government level.

Despite these elaborate management structures, yet PHC services are unavailable, inaccessible, unaffordable and unequitable among people of Katsina, Daura, Funtua, Charanci, Bindawa and Danja Local Governments Areas (LGAs), particularly in their rural areas (Sani, 2017 and Magaji, 2015). In view of the

above, it is pertinent to investigate why in spite of the elaborate management structure and resources expended, PHC managerial capacity has remained poor in Katsina State.

Thus the study, intends to look at the following Research Question: How has managerial capacity affected the implementation of PHC Programme in Katsina State. The objective of this study is to examine the effect managerial capacity has on the implementation of PHC programmes in Katsina State. The paper hypothesizes that managerial capacity of the Local Government in managing PHC services has no significant effect on the implementation of PHC programmes in Katsina State.

Literature Review

Concept of Primary Health Care

According to Alma-Ata declaration of 1978 WHO defines Primary Health Care as an essential health care based on practical, scientifically sound, socially acceptable method and technologically made universally acceptable by individual and families in the community through their full participation town data cost that the community and country can effort to maintain at every stage of their development in the spirit of self-reliance and self-determination.

Essential Health Care: PHC has to be provided essentially to the community through ‘utilization of local resources within the community to solve ‘health problems. The essential health care programmes could be sources either from the community involvement for the spirit of self-reliance and self-determination of essential drugs and equipment within a particular health post by essentially available health care personnel such as community health officers, environmental health officers and other health and medical personnel.

Scientifically sound method and techniques: PHC services must be scientifically sound through proper utilization of available resources within a particular community to solve their own identified problems (Felt needs) and health needs by arising the interest of the community members to utilize their own locally available resources in hygiene and socially sound in adhered to the ethics of medicine e.g. preparation of Salt Sugar Solution (SSS).

Socially Acceptable: PHC has made it to be acceptable to the community through involvement of cultural practice of people of the community in such a way that, community members' belief to adopt new concept through them by using local available resources to solve their health problems.

Alma-Ata declaration forms an integral part of the country's health system, and the overall socio-economic development of the community and the national health system, bringing health care as close as possible to where people live and work (Dalhatu, 2000). World Health Organization (WHO) provides five (5) basic principles to guide the implementation of PHC at all levels of government: 1) Ensure universal coverage of the population, with Health Care Services provided according to need. By implication, no one should be left out, no matter how poor or how remote. This is referred to as the equity principle. 2) Service should be promotive, preventive, curative and rehabilitative, so as to support human functionality and the dignity of life. This is known as the principle of essential health care. 3) Services should be effective, have cultural acceptance, affordable and manageable. This call for a careful planning and management of programmes that are directly relevant to local health care problems. 4) Communities should be involved in the development of services so as to promote self-reliance and reduce dependency syndrome. This implies that the role of the community must be more than that of responding to services planned and designed from outside, rather the community should be made to actively be involved in the entire process of defining health problems and needs, developing solutions, implementing and evaluating programmes (Dalhatu, 2015).

Managerial Capacity

Managerial capacity in health care is not described by all researchers in the same manner. However, it is known from various scientific sources that managerial work is a major component of managerial capacity. It is evident that when managerial capacity is planned, attention should be given to management capacity for the implementation of health care programmes. Efficient management is needed to support and coordinate the services that are provided within health care programmes. For Omoleke (2015) managerial capacity has been defined as the process comprised of all the technical functions and activities which occur within health care organizations in order to accomplish predetermined objectives of health care programmes.

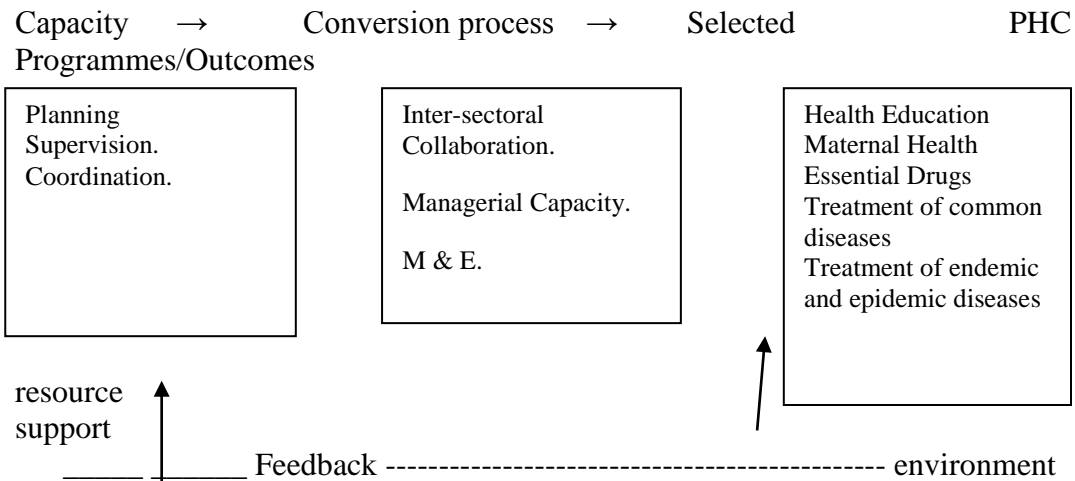
According to WHO (2015), health system and services managers are responsible for all programmes, projects, facilities and area health authorities, whether public or private including the volume and coverage of services (planning, implementation and evaluation), resources (staff, budgets, drugs, equipment, buildings, information) and external relations and partnerships. Managerial capacity includes creating an empowering and motivating environment, ensuring the effective use of resources, as well as building and promoting partnerships across the organization and beyond (WHO Management competency model).

Similarly, Hunter and Brown (2007) in Ahmed (2014), chose a broad definition to describe health management as “any activity around the development and implementation of policy and the organization of services aimed to improving health. The focus is on delivery and effecting change in organizations concerned with improving population health”. This definition though, comprises not only activities in the health care services or systems but also activities of local and regional governments as well as other agencies which have a significant influence on the health of populations and the health of whole communities.

The Encyclopedia of Public Health (Kirch, 2008) in Kurfi (2011) defines health managerial capacity as a systematic approach to optimize organization and processes in order to achieve predefined health related goals. Since there are a variety of health goals which are partly competing against each other health management deals primarily with the allocation of limited resources. The capacity across the different levels differs as there are diverse competencies specific to each of the three levels of health systems management (Holder & Ramagem, 2012).

Theoretical frame work

The study adapted system theory propounded by Easton (1965) an approach to the analysis of political system. A system is defined as a set of interrelated and interdependent parts arranged in a manner that produce a unified whole (Sapru, 2013). The policy making process has been regarded as a black box which convert the demands of the society into policies. This has been demonstrated by Aregbesola et'al (2017). According to Easton, the political system receives inputs from the environment in the form of demand and support; it produces output in the form of policies and decisions. The output flows back to the environment through a feedback mechanism. This can be represented in the figure 2.1 below



Source: Researchers Survey (2019)

Inputs are seen as what is required for the system to operate; health infrastructures, manpower and adequate funds. They are received in to the system in the form of both demands and support. At the heart of the political system are the institution and personnel for carrying out the primary healthcare functions. These include the National Primary Health Care Development Agency (NPHCDA), State Primary Health Care Development Agency (SPHCDA), Primary Health Care Department (PHCD) and NGOs. In the system version they translate inputs into output. Output is the increase in healthy living, more turn out for ANC, health improvement.

The usefulness of the system theory for the study of primary health care programmes implementation is however limited owing to several factors. It has been argued that, this input model appears to be too simplistic to serve as a useful aid to understanding the implementation of primary health care programmes. The Eastonian theory ignores an important element of primary health care programmes, namely, the voluntary associations, community participation, NGOs and other institutions have considerable potential in influencing the environment within which they operate. Likewise, the integrated nature of PHC has not been taken care of by the theory.

Methodology

The study adapted qualitative and quantitative research design. The population of this study comprised the entire people of the sampled LGAs under study i.e.

1,181,644. The sample size for the study is 384 (Krejcie and Morgan, 1970). The sample size was proportionately distributed among the six (6) selected LGAs Katsina State. This is represented in the table below:

Table 1: Proportional Distribution of the Sample Size

Local Government	Sample Size	Percentage
Katsina	101	27%
Daura	73	19%
Funtua	73	19%
Charanchi	45	11%
Bindawa	50	13%
Danja	42	11%
Total	384	100%

Source: Field Survey, 2020

In all, there are 293 health facilities in the study areas out of which 67 health facilities ($67/293 \times 100 = 23$) representing 23 % of the health facilities in the LGAs under study were selected. For the rural local government, 1 PHC Centre, 4 PHC Clinic and 6 Health Post were selected respectively. The PHC Centre came from the local government headquarter, 4 PHCs from 4 different political wards and 6 health posts from the political wards other than the selected wards for PHCs. In all, 67 health facilities were selected comprising 7 PHC Centers, 27 PHC Clinics and 33 Health Posts (HPs). This can be presented below;

Table 2: Distribution and category of sampled health facilities

No. of Health Facilities available and No. selected	Katsina	Daura	Funtua	Charanchi	Bindawa	Danja	Total
No. of PHC Center Available	5	1	2	1	1	1	11
<i>No. of PHC Center selected</i>	<i>2</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>7</i>
No. of PHC Clinic available	10	8	10	12	11	10	61
<i>No. of PHC Clinic selected</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>4</i>	<i>4</i>	<i>4</i>	<i>27</i>
No. of HP available	18	14	41	51	43	45	212
<i>No. of HP selected</i>	<i>5</i>	<i>5</i>	<i>5</i>	<i>6</i>	<i>6</i>	<i>6</i>	<i>33</i>
<i>No. of Health Facilities Selected per LGA</i>	<i>12</i>	<i>11</i>	<i>11</i>	<i>11</i>	<i>11</i>	<i>11</i>	<i>67</i>

KSPHCDA (2018)

Data for the study were collected from primary and the secondary sources. Stakeholders of PHC in the study area and the beneficiaries of PHC remain the sources of primary data for this study. The secondary sources of information for this research are files, store received and store issued voucher, medical records and M and E registers. Surveys from National Demographic Health Survey (NDHS, 2013 and 2018) were also used.

Questionnaires were administered to the healthcare providers randomly selected in the PHC Clinics. Although the number of patients in the facility are not known, but a proportion of respondents (324 or 84.4%) from the sample size of 384 and 60 Staff were issued with the questionnaires. 30 interviews were conducted with the stakeholders of PHC in the State. Linear Regression was used in testing the hypothesis whereas thematic method was used in the presentation and analysis of interview responses.

Results and Discussion

Data were presented and analyzed using qualitative and quantitative methods. The presentation started with the questionnaire then followed by the interview responses. Respondents were asked on issues of the managerial capacity of the LGAs for the implementation of PHC programmes and then responded on the Table as follows:

Table 4.1: Local Government Managerial Capacity for the Implementation of PHC programmes.

Items	LGA	N	Min	Max	Mean	Std Deviation	Decision
Local Government provides coordination process for the implementation of PHC programmes.	Katsina	5	1	5	2.17	1.087	Agreed
	Funtua	5	1	5	2.88	1.164	Agreed
	Daura	5	1	5	2.88	1.256	Agreed
	Chiranchi	5	2	5	2.66	1.122	Agreed
	Bindawa	5	1	5	2.73	1.484	Agreed
	Danja	5	1	5	2.98	1.592	Agreed
Local Government has managerial capacity for the implementation of PHC programmes.	Katsina	5	1	5	2.36	1.273	Agreed
	Funtua	5	1	5	2.77	1.307	Agreed
	Daura	5	1	5	3.18	1.619	Disagreed
	Chiranchi	5	1	5	3.42	1.464	Disagreed
	Bindawa	5	1	5	3.29	1.487	Disagreed
	Danja	5	1	5	2.97	1.465	Agreed
There is effective planning for PHC programmes.	Katsina	5	1	5	2.19	1.046	Agreed
	Funtua	5	1	5	3.03	1.301	Disagreed
	Daura	5	1	5	2.58	1.520	Agreed
	Chiranchi	5	1	4	2.00	1.065	Agreed
	Bindawa	5	2	5	3.49	1.207	Disagreed
	Danja	5	1	5	2.91	1.502	Agreed
There is control in the implementation of PHC programmes.	Katsina	5	1	5	2.37	1.311	Agreed
	Funtua	5	1	4	2.33	0.877	Agreed
	Daura	5	1	5	2.29	1.497	Agreed
	Chiranchi	5	1	5	3.13	1.359	Disagreed
	Bindawa	5	3	5	4.37	0.581	Disagreed

	Danja	5	1	5	2.46	1.462	Agreed
There is good supervision and monitoring of PHC programmes.	Katsina	5	1	5	3.01	1.499	Disagreed
	Funtua	5	2	5	3.75	1.188	Disagreed
	Daura	5	1	5	3.09	1.357	Disagreed
	Chiranchi	5	3	5	4.13	0.529	Disagreed
	Bindawa	5	3	5	4.20	0.749	Disagreed
	Danja	5	1	5	3.12	1.382	Disagreed
There is good reporting system for PHC programmes.	Katsina	5	1	5	3.47	1.234	Disagreed
	Funtua	5	1	5	3.45	1.346	Disagreed
	Daura	5	4	5	4.29	0.458	Disagreed
	Chiranchi	5	2	5	3.97	0.677	Disagreed
	Bindawa	5	1	5	3.10	1.181	Disagreed
	Danja	5	1	5	3.77	1.215	Disagreed
There is good inter sectoral collaboration in the implementation of PHC programmes.	Katsina	5	1	5	2.10	1.138	Agreed
	Funtua	5	1	5	2.98	1.333	Agreed
	Daura	5	1	5	2.52	1.371	Agreed
	Chiranchi	5	1	4	2.13	0.991	Agreed
	Bindawa	5	1	5	2.97	1.480	Agreed
	Danja	5	1	5	2.29	1.467	Agreed

Source: Researchers Survey (2019)

The above Table 3 shows respondents' opinion on the assertion that local government provides a coordination process for the implementation of PHC programmes. They agreed on the assertion at 2.17 in Katsina, 2.98 in Funtua, 2.88 in Daura, 2.66 in Charanchi, 2.73 in Bindawa and 2.98 in Danja LGAs as the mean scores. This means that there is a favorable environment for coordinating PHC programmes from the health facility level to that of SPHCDA. This has been proved during observation which shows a line of communication at different levels of PHC Programmes. Respondents were asked whether local governments have effective managerial capacity for the implementation of PHC programmes. The answer is in agreement with mean scores of 2.36 in Katsina, 2.77 in Funtua and 2.97 in Danja LGAs which means there is an effective managerial capacity for implementation. This also means that PHC managers are really qualified to handle PHC programmes. However, respondents with mean scores of 3.18 in Daura, 3.42 in Charanchi and 3.29 in Bindawa LGAs disagreed with the managerial capacity for the implementation of PHC programmes. They were also asked on the planning of PHC programmes at local government level. The mean

scores of 2.19 in Katsina, 2.58 in Daura, 2.00 in Charanchi, 2.73 and 2.91 in Danja LGAs agreed with the assertion that there is effective planning for PHC Programmes in Katsina local government. This means that healthcare managers are capable of planning PHC activities like Routine Immunization, ANC services, Health promotion, immunization, surveillance and compliance as well as monitoring and evaluating the programmes. However, respondents from Funtua and Bindawa LGAs hold contrary opinion on the effective planning in PHC with mean scores of 3.03 and 3.49, respectively.

Likewise, the Table shows mean scores of 2.37 in Katsina, 2.33 in Funtua, 2.29 in Daura and 2.83 in Danja LGAs, which means there is control in the implementation of PHC programmes. This control starts from the health facility level to district and local government levels. Machinery for such control also involves the health facility users at different levels of services as well as the guideline regulating the implementation of PHC programmes. However, respondents from Charanchi and Bindawa LGAs disagreed with the above opinion by showing mean scores of 3.13 and 4.37 respectively.

Responses from respondents on the supervision of PHC programmes shows that there is lack of good supervision at different levels with mean scores of 3.10 in Katsina, 3.75 in Funtua, 3.09 in Daura, 4.13 in Charanchi, 4.20 in Bindawa and 3.12 in Danja LGAs. This depicts that there is poor supervision of PHC programmes. This came as a result of multiple actors at the State level and other stakeholders. Supervision is mainly programmes oriented. For instance, if the state immunization officer comes for supervision, his attention is only on the Routine Immunization (RI) provider and the services related to it. Maternal and Child Health Officer (MCH) also has the same laxity as they only pay attention to their related services and units. In this regard, the only supervision is the one conducted by the MOH through SPHCDA as Integrated Supportive Supervision (ISS). The local government PHC department do not regularly supervise health facilities to see the implementation of PHC programmes. They only rely on monthly summary table data reported by the health facilities.

Respondents were also asked on the reporting system and they agreed that there is poor reporting system in the PHC sector of the local government. This is in the mean scores of 3.47 in Katsina, 3.45 in Funtua, 4.29 in Daura, 3.97 in Charanchi, 3.10 in Bindawa and 3.77 in Danja LGAs. The assertion here is that even if there is a system of reporting through monthly data, there are multiple bodies to report

ranging from Ministry for Local Government, Local Government Service Commission, State Primary Health Care Development Agency, State Agency for the Control of Aids, Primary Health Care Department and the District Supervisor. These multiple institutions to report to create confusion, as each is responsible for a particular PHC programme with MFLG on physical structures, LGSC manpower issues, and SPHCDA on PHC programmes and SACA on HIV related issues. The monthly data summary reported to the M and E Unit in the SPHCDA, DPRS in the MOH and uploaded to DHIS is mostly faulty and known as table data. Even the officials in the SPHCDA and MOH believed that it is unreliable and cannot be used for decision making.

Respondents were also asked about intersectoral collaboration between the PHC department and other units with the mandate for PHC programmes. Their responses showed there is good inter sectoral collaboration with mean scores of 2.10 in Katsina, 2.98 in Funtua, 2.52 in Daura, 2.13 in Charanchi, 2.97 in Bindawa and 2.29 in Danja LGAs. This means that the PHC department is collaborating with other units like LGEA, social welfare, treasury, research, planning and statistics, training and WATSAN departments in the implementation of PHC programmes.

Summarily, all the respondents from the six LGAs under study seem to be in agreement that Local Governments provide a coordination process for the implementation of PHC Programmes and there is good intersectoral collaboration. Similarly, they all believe that supervision, monitoring and the reporting systems are very weak in the PHC sector. Respondents from Katsina, Funtua and Danja agreed that LGAs have managerial capacity for the implementation of PHC programmes. Those from Daura, Charanchi and Bindawa LGAs had a contrary view as they revealed there is no effective managerial capacity for the implementation of PHC programmes. In like manner, respondents from Katsina, Daura, Charanchi and Danja LGAs held the view that there is effective planning of PHC programmes in the LGAs. However, those from Funtua and Bindawa LGAs also held a contrary view on PHC programmes in the LGAs, while respondents from Katsina, Funtua, Daura and Danja LGAs revealed that there is a control machinery for the implementation of PHC programmes. Those from Charanchi and Bindawa LGAs also had same contrary view.

Consequent to the above presentation on the managerial capacity for PHC implementation, we come to the realize that none of the LGAs under study have

managerial capacity in terms of supervision, reporting, control and coordination through intersectoral collaboration. This is the factor responsible for duplication of responsibilities, lack of synergy etc..

Qualitative Data Analysis

Table 4: Themes on Research Question (Managerial Capacity)

From the table below, it can be seen that managerial capacity is a theme with a subtheme represented by codes. The subtheme ranges from MC 1 to MC 5.

S/N	Codes	Sub themes
1.	MC 1	Planning
2.	MC 2	Supervision
3.	MC 3	Reporting
4.	MC 4	Intersectoral collaboration
5.	MC 5	Coordination

The next research question is how the local government managerial capacity helped in the implementation of PHC programmes in Katsina State. This question is divided into 5 sub-themes, as shown in the above Table. The first sub-theme is planning PHC programmes. Here respondents were asked on how or why planning is made. On this, respondents had this to say;

We planned PHC programmes based on the National Framework. The NPHCDA provide a minimum requirement for the implementation of PHC programmes. We followed the plan and do what is possible. There is also State Strategic Health Development Plan (SSHDP) which is a document put together by the stakeholder in Healthcare and development partners. It is a key to determining what to do in the area of healthcare. There is also state operational plan which also guide the activities of healthcare. The partners are not left behind as they also help in the planning of healthcare through technical support (R1, R2, R3, R4, R5 and R6).

On the same issue of planning, other respondents declared that they have different plans, which are mostly documents derived from the work plan of WHO, FMOH and other related documents. Here we engaged in planning for individual PHC programmes, e.g. the plan on health mobilization has to come from SPHCDA with the state health educator who works closely with UNICEF, that supports the programmes at the higher level. At the lower level, we have Voluntary

Community Mobilizers, Ante Natal Care and R1 providers, who used to report the challenges of such services.

There is unit head that always report to enable us take decisions or forward such reports to the State level. These plans are mostly through the joint session between the development partners, MOH, MFLG, LGSC and the Directors of PHC from the local governments (R13, R14, R15, R16, R17 and R18).

The above response shows coordinated planning of PHC services even though done by either the community or local governments, the local governments are only passive recipients of the plans from the State mother institution, represented by the Director PHC at the LGSC, local government inspectors at the MFLG and the Desk officers of Health Education, Immunization, Nutrition, Essential Drugs and Commodities, Maternal and Child Health Officer, etc. at the SPHCDA. This shows clearly that LGAs do not have their own plan as they are coopted the in Central - State planning of PHC programmes. Although LGAs may have their own targets and health goals, these have to be integrated into the central plan. These partners have a Desk Officers in the LGAs, that are to ensure the plans are in line with the plan of the partners.

The second sub-theme under managerial capacity is on supervision denoted by MCO2. Respondents were asked on the existence, regularity of supervision, its channel and system of supervision. In response to this question, they had this to say;

We have an effective supervision system in PHC by design. We have various institutions with the mandate to supervise here at the ministry level. There are LGAs inspectors who represent the MFLG in supervising PHC at the local government level. The Local Government Service Commission (LGSC) also has a Director in charge of PHC. He does frequent supervision on service providers. We also have DHIS at the MOH who goes for supervision (on data validation). The SPHCDA also has supervisors who oversee the implementation of PHC services. There are also partners with the cluster consultants and LGA facilitators who also supervise the PHC programmes (R1, R2, R4, R5 and R6).

On the channels of supervision, another respondent has this to say:

We really operate under a complex system. The structure does not really help matters. There are many actors with the mandate to supervise the

activities of PHC. The MFLG is to supervise the condition of health infrastructures, the LGSC to supervise healthcare providers while the Agency SPHCDA oversees the implementation of PHC programme. The complexity of the structure makes many staff confused on where to report what. The Director PHC at LGSC has many units and this makes report by stakeholders so tasking and tedious (R3).

On the nature and regularity of supervision, the respondents lamented that; Eventhough there is a good supervision system known as the integrated supportive supervision often organized twice in a year by the MOH through SPHCDA conducted by a “Task Force”, and very rigorous touching all areas of PHC, however, it is only limited to the Comprehensive Health Centers. (PHC) Clinics and the HP. Eventhough it is thorough with the checklist and scores for each activity. There is also supervision conducted regularly by the PHC department at the Local Government Level through unit heads like Monitoring and Evaluation, (M&E) Local Government Immunization Officer (LGIO), Essential Drugs and Equipment (EDE), Maternal and Child Health Officer (MCH), etc. These unit heads are always on supervision to see how related programmes they are heading, are being carried out. In addition to that there is Local Government Health Committee (LGHC) that organizes monthly supervision of PHC programmes (R7, R8, R9, R10, R11 and R12).

From the above responses, it is very clear that there is a system of frequent supervision of healthcare delivery services at the PHC level. Seeing the various institutions involved in the supervision at the center. Local governments also have their own bodies for supervision as well as communities involved in supervision through VHCs, WDCs, DHCs and LGHFCs. We also learned that supervision is divided into three like (the general, the programmes-based supervision and that of aspect).

General supervision is organized by the MOH/SPHCDA using Integrated Supportive Supervision (ISS) organized by the LGHC, LGHFC charge of CHC and DHCs/VHCs. Programme supervision is conducted by the SPHCDA through various Directors, on each programme. The PHC Departments through various Unit Heads, partners through cluster consultants and LGA programme supervision done through facilitators also conduct programme supervision. Aspect supervision

is carried out by the MFLG to oversee physical structures, the LGSC to oversee the healthcare providers and the SPHCDA to oversee the implementation of PHC programmes.

Next to supervision, is reporting represented by MCO3. Respondents asked on the issue of reporting system revealed that:

There is effective reporting system represented by a hierarchical multiple channel of the activities of PHC programmes. Firstly, the Health Post (HP) at the grassroots reports weekly and monthly summaries to the PHC at the Ward level. The PHC at the ward level reports to the CHC at the headquarters and sometimes to the Unit Heads of Monitoring and Evaluation or the related programme officers. The programme officers are expected to forward all the monthly summary to the M&E officer at the SPHCDA and send same online to the DHIS portal through the access code. By so doing, they have reported to the SPHCDA and MOH. The second line of reporting is the monthly meeting of the stakeholders of PHC in the Local Government and the State levels. Each PHC Director is to report information pertaining his Department which is usually harmonized into one report and forward to the MOH (R2, R3, R8, R9, R10 and R12).

The information above shows the presence of a sound reporting system in the PHC sector of the State with a hierarchical set health facility level to the state headquarters and an e-reporting system. Partners have also play a fundamental role in the reporting system, as they collaborate with the government at a certain level.

Next to of reporting is the intersectoral collaboration. PHC is a robust system that requires different partners to play a role in its implementation. For this reason, respondents were asked if there was inter-sectoral collaboration in the implementation of PHC programmes. The respondents have this to say:

Intersectoral collaboration is necessary for the implementation of PHC programmes. We have it at various level in the different institutions. It is mostly based on programmes. For instance, to achieve portable drinking water, we worked hand in hand with the Ministry of Water Resources (MOWR), and Rural Water Supply and Sanitation Authority (RUWASSA). We always worked together with the Ministry of Education, Ministry of Agriculture (MOA). Ministry of Information,

MFLG, LGSC, MOH, SPHCDA, Emirate Council, Ministry of Women Affairs (MOWA), Ministry of Religious Affairs (MORA), WHO, UNICEF, State Agency for the Control of Aids (SACA), Global funds, CHI, Saving One Million Lives (SOML) Civil Society Organizations etc. These agencies play a significant role in the implementation of PHC programmes at different levels. No organization can implement PHC programmes effectively without the collaboration of other sectors. The only thing challenging of the collaboration is the lack of synergy as there is frequent conflict between SPHCDA and LGSC on staff discipline responsibility, MFLG and LGSC on staff welfare, SPHCDA and MFLG on health infrastructure and consumables etc. (R1, R2, R3, R5, R6).

On the same issue, another respondents have these to say;

PHC is a robust activity that requires multiple agencies for its implementation. We worked together with Water and Sanitation (WATSAN) Department. Staff taking care of environmental sanitation and hygiene are from this department. We find it difficult to get support from other departments in provision of potable drinking water, health, education, mobilization, immunization and taking part in the mainstream clinical services and sometimes the Head of Local Government Administration has to intervene. There are some Directors of WATSAN Departments that have withdraw their staff from clinical services and health facilities, in spite of the fact that such facilities are headed by staff of WATSAN. There is also Agricultural Department that helps in determining the nutritional balance in order to reduce obesity. The Department of Education and social services also support the PHC programmes implementation by taking part in their welfare services and health education activities. We also work together with community associations like LGHFC, WDC, DHC, VHC, and artisans in the community. There is also a healthy collaboration between PHC Department and Local Government Education Authorities (LGEA). They play have good role in the success of immunization programmes. Religious and Tribal leaders are also involve in the implementation of PHC programmes. Though, we have poor synergy to harmonized the work. Because everyone claims the ownership of the programmes. It has never been easy to work under this complex structure (R7, R8, R9, R10, R11 and R12).

The above responses show there poor synergy in enforcing effective intersectoral collaboration in the implementation of PHC programmes which is contrary to the programmes documents showing that multiple stakeholders are expected to join hands for the success of PHC programmes.

Last but not the least is the issue of managerial capacity in the coordination of PHC programmes. Having seen the intersectoral collaboration that involves various institutions, there is the need to determine effectiveness of coordination, so as to reduce duplication of responsibilities. On this respondents were asked whether there was coordination and how it takes place.

On this issue they have this to say:

We have various levels of coordination. First and foremost, it starts from the MOH at the state executive level. Who issues a template outlining the responsibilities of each stakeholder. Thereafter, the LGSC has to work hand in hand with the MFLG and SPHCDA to ensure synergy. There are also various officers in the SPHCDA charged with the task of relating with other stakeholders. More importantly is the Emergency Operation Centre (E.O.C) serving as a coordinating room for the PHC programmes. At the center, there is the Director of Epidemiology who is to ensure that each partner and stakeholder reports his activity through the incidence manager who call the attention of all stakeholders together to arrive at decision. It is mostly at this meeting that decisions are made on who is to do what in order to ensure harmony. There is also a data bank of information for the purpose of effective evidence based decisions on PHC programmes (R1, R2, R3, R5, R6).

From the above discussion, it is vividly clear that there is no planning of PHC programmes in the LGAs. The supervision system is also weak because health workers, the most important component, are neglected and with little or no motivation to ensuring routine supervision. The reporting system has strong and hierarchically arranged eventhough with mostly unreliable data. Inter-sectoral collaboration and coordination exist but there is poor synergy among the implementing agencies.

On Primary Healthcare programmes, questions on five (5) PHC programmes, such as maternal healthcare, health education, treatment of common diseases,

treatment of endemic and epidemic diseases and the provision of essential drugs are represented in the table below;

Table 5 Primary Health Care Programmes

Items	LGA	N	Min	Max	Mean	Std. Dev.	Decision
There is frequent campaign on health education	Katsina	81	1	5	1.72	0.835	Agreed
	Funtua	55	1	5	2.45	1.156	Agreed
	Daura	60	1	5	2.66	1.417	Agreed
	Charanchi	33	2	5	2.89	1.429	Agreed
	Bindawa	36	1	5	2.88	1.452	Agreed
	Danja	30	1	3	1.74	0.505	Agreed
Sensitization and awareness programme are organized by health educators and facilitated by other stake holders	Katsina	81	1	5	1.80	0.865	Agreed
	Funtua	55	1	5	1.67	0.629	Agreed
	Daura	60	1	4	1.88	0.927	Agreed
	Charanchi	33	2	4	1.71	0.460	Agreed
	Bindawa	36	1	2	1.61	0.494	Agreed
	Danja	30	1	3	2.60	1.090	Agreed
There is ANC centre in all the health facilities	Katsina	81	1	2	1.85	0.360	Agreed
	Funtua	55	1	5	3.58	1.331	Disagreed
	Daura	60	1	5	2.14	0.634	Agreed
	Charanchi	33	2	2	2.00	0.00	Agreed
	Bindawa	36	1	2	1.51	0.506	Agreed
	Danja	30	1	2	1.43	1.502	Agreed
ANC tools and equipments area available	Katsina	81	1	5	3.55	1.124	Disagreed
	Funtua	55	1	5	3.23	1.454	Disagreed
	Daura	60	1	5	3.10	1.556	Disagreed
	Charanchi	33	2	5	3.87	1.095	Disagreed
	Bindawa	36	1	5	3.37	1.392	Disagreed
	Danja	30	1	5	2.63	1.716	Disagreed
Your health facility is good in	Katsina	81	1	5	1.80	0.779	Agreed
	Funtua	55	1	2	1.92	0.279	Agreed
	Daura	60	1	5	2.28	1.431	Agreed

treating common diseases and injuries	Charanchi	33	2	5	2.274	1.245	Agreed
	Bindawa	36	1	5	2.46	1.051	Agreed
	Danja	30	1	2	2.00	0.00	Agreed
Presence of Health Facility addresses common diseases and injuries	Katsina	81	1	5	2.14	1.076	Agreed
	Funtua	55	1	2	1.55	0.502	Agreed
	Daura	60	1	5	2.34	1.471	Agreed
	Charanchi	33	2	5	2.58	1.177	Agreed
	Bindawa	36	1	5	2.07	1.421	Agreed
	Danja	30	1	2	1.51	0.507	Agreed
Health facilities has demonstrated quick response to address epidemic diseases	Katsina	81	1	5	1.92	1.098	Agreed
	Funtua	55	1	2	1.72	0.437	Agreed
	Daura	60	1	4	2.05	0.276	Agreed
	Charanchi	33	2	5	2.37	1.460	Disagreed
	Bindawa	36	1	5	2.59	1.487	Agreed
	Danja	30	1	2	1.83	0.382	Agreed
Health facilities has demonstrated quick response to address epidemic diseases	Katsina	81	1	5	2.05	1.105	Agreed
	Funtua	55	1	5	2.40	1.265	Agreed
	Daura	60	1	5	2.02	1.023	Agreed
	Charanchi	33	1	5	3.68	1.254	Agreed
	Bindawa	36	1	4	1.83	0.892	Agreed
	Danja	30	1	5	1.74	0.852	Agreed
There are essential drugs in the health facility	Katsina	81	1	5	2.56	1.242	Agreed
	Funtua	55	2	5	2.98	1.017	Agreed
	Daura	60	1	3	1.63	0.517	Agreed
	Charanchi	33	2	2	1.68	0.471	Agreed
	Bindawa	36	1	5	2.71	1.209	Agreed
	Danja	30	1	2	2.80	1.208	Agreed
The drugs in the health facility are more cheaper than the one	Katsina	81	1	5	2.21	0.828	Agreed
	Funtua	55	1	5	1.92	1.169	Agreed
	Daura	60	1	3	1.85	0.441	Agreed
	Charanchi	33	1	5	2.92	1.302	Agreed
	Bindawa	36	2	2	2.00	0.00	Agreed

from outside the health facility	Danja	30	2	4	1.40	0.914	Agreed
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Source: Field Survey, 2019.

The above Table shows mean score of 1.72 in Katsina, 2.45 in Funtua, 2.66 in Daura, 2.89 in Charanchi, 2.88 in Bindawa and 1.77 in Danja LGAs, meaning that respondents agreed with the assertion that there is frequent campaign on health education programmes. This means that health tips and promotion are routine activities in the local governments. It goes to show that people were targeted and given orientation on how to prevent some communicable diseases and stay healthy to enable them record fewer cases of diseases due to health campaigns made frequently. The Table also shows mean scores of 1.80 in Katsina, 1.67 in Funtua, 1.88 in Daura, 1.71 in Charanchi, 1.61 in Bindawa and 2.60 in Danja LGAs, indicating agreement by respondents on the assertion that sensitization programmes were organized by the health educators as well as facilitated by other stakeholders and supported by traditional rulers, religious leaders, R.I, ANC and other service providers.

Also the mean scores of 1.85 in Katsina, 2.14 in Daura, 2.00 in Charanchi, 1.51 in Bindawa and 1.43 in Danja LGAs seen on table 5 above is in agreement with respondents assertion that there were ANC centers in the health facilities, meaning that pregnant mothers were given more access to healthcare services. Impliedly, ANC coverage has increase with the existence of centers for such services in the health facilities. Leading to very record in terms of the Maternal Mortality Rate (MMR). However, responses from Funtua LGA with the mean score of 3.23 reveal the contrary as some health facilities that were supposed to have ANC centers like PHC Bakin Kasuwa, PHC Jabiri and PHC Unguwan Dahiru had none as observed during our visit.

ANC tools and facilities availability scored means of 3.55 in Katsina, 3.23 in Funtua, 3.10 in Daura, 3.87 in Charanchi, 3.37 in Bindawa and 2.63 in Danja LGAs, indicating respondents' disagreement on the above assertion. Only those from Danja, revealed the availability of ANC tools and equipment. Observation has showed that there are only benches and chairs in most of the ANC centers visited with the exception of the PHC centers of Danja, Tandama Health Clinic, PHC Dutsen Rimi, all the corner clinics in Katsina, PHC Charanchi, PHC Daura and Tama having the USS machine, generator, weighing scale, tape and iron

tablets for mothers. The remaining health facilities as mentioned early have no adequate tools and equipment for there ANC.

The Table also shows mean scores of 1.80 in Katsina, 1.92 in Funtua, 2.28 in Daura, 2.74 in Charanchi, 2.46 in Bindawa and 2.00 in Danja LGAs, meaning that health facilities are good in treating common diseases like malaria, cough and diarrhea as agreed by the respondents to satisfaction of people with facilities giving.

The presence of health facilities in addressing common diseases and injuries is the assertion showed with mean scores of 2.14 in Katsina, 1.55 in Funtua, 2.34 in Daura, 2.58 in Charanchi, 2.07 in Bindawa and 1.51 in Danja LGAs, showing respondents agreement that there is reduction in some of these communicable diseases and injuries in the health facilities without necessarily referring them to other secondary health centers. Health facilities demonstrating quick response to address epidemic diseases scored means of 1.92 in Katsina, 1.75 in Funtua, 2.05 in Daura, 2.37 in Charanchi, 2.59 in Bindawa and 1.83 in Danja LGAs meaning that communicable diseases are dealt with instantly. This also goes to show that the surveillance system used by partners like WHO and UNICEF is working with the Diseases Surveillance Notification Officer (DSNO) responsible for reporting new cases as reported by the Ward Surveillance Officers (WSO).

For health facilities saddle with addressing the spread of endemic diseases, results show the mean scores of 2.05 in Katsina, 2.40 in Funtua, 2.02 in Daura, 3.68 in Charanchi, 1.83 in Bindawa and 1.74 in Danja LGAs, indicating respondents' agreement with the assertion. This implies that local governments have adopted quick responses to emerging diseases like malaria in the health facilities. This we prove during one of our visit to PHC Tama in Bindawa LGA when a suspected case of yellow fever and instantly treated by the DSNO. This not withstanding, responses from Charanchi LGA prove otherwise.

From another dimension the Table also recorded mean scores of 2.56 in Katsina, 2.98 in Funtua, 1.63 in Daura, 1.68 in Charanchi, 2.71 in Bindawa and 2.80 in Danja LGAs, meaning that respondents agreed with the assertion that there are essential drugs in the health facilities as demonstrated by SDSS, DRF and Drugs from partners like Global fund, MNCH and SOML provided in the health facilities of the LGAs. This could also mean that patients get drugs prescribed to

them in the health facilities. Observations equally confirmed the above assertion particularly in the PHC Centers.

Also, Table 5 shows mean scores of 2.21 in Katsina, 1.92 in Funtua, 1.85 in Daura, 2.92 in Charanchi, 2.00 in Bindawa and 1.40 in Danja LGAs, meaning that respondents agreed with the assertion that drugs in the health facilities are cheaper than the drugs from outside health facilities. This means that patients can afford the price of drugs in the health facilities. In the light of affordability, observation and interview also confirmed that drugs are accessible and affordable in the facilities than those outside. This has also been confirmed by the chairman of the LGHPC on cheapness of drugs within the health facilities who also added that some pregnant women are even given free drugs from the health facilities.

More so, Table 5 shows average mean scores of 2.34 in Katsina, 1.99 in Funtua, 2.18 in Daura, 2.64 in Charanchi, 2.30 in Bindawa and 2.17 in Danja LGAs meaning respondents agreed on extent to which PHC programmes have been implemented satisfactorily in all the sample LGAs in Katsina State.

Test of Hypothesis

Table 6: Regression Output 1 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.308	5	1.062	15.473	.000 ^b
	Residual	21.889	319	.069		
	Total	27.197	324			

Source: SPSS Output, 2019

From Table 6, the results from the linear regression analysis which tests the effects of the independent variables on Primary health care programmes is presented. The F-statistic which measures the adequacy and fitness of the model used in the study stood at 15.473 with a p-value of 0.000^b which is significant at 5%; this shows that the model is fit for the data.

Table 7: Regression Output 2 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.183	.2619479

Source: SPSS Output, 2019

On Table 7, is the summary of the linear regression analysis. The empirical findings show that R, the multiple correlation coefficient stood at 0.442 which indicates a moderate correlation between the independent variables and the dependent variable. R², the multiple coefficient of determination of the variables stood at 0.195 indicating that about 19.5% of the total variation in primary health care programmes is explained by variations in the ‘independent variables captured in the study; while other variables not captured in the study will explain 80.5% of the variations in primary health care programmes. The adjusted R² being 0.183 also indicates that the independent variables will still explain 18.3% of the variations in primary health care programmes even if other variables were added to the study.

Table 8: Regression Output 3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.224	.172		7.130	.000
Managerial Capacity of the Local Government in Managing PHC Services	.093	.023	.207	4.080	.000

Source: SPSS Output, 2020

Table 8 shows the outcome of the respective independent variables on primary healthcare programmes. Upon the fulfillment of the assumptions of regression analysis, multiple regression analysis is considered suitable in testing the research hypothesis.

Ho i. The hypothesis state that the managerial capacity of the Local Government in managing PHC services has no significant effect on the implementation of PHC programmes in Katsina State

The coefficient of this independent variable stood at 0.093 which is also positive. This implies that an increase in the current managerial capacity of the LGAs would lead to an increase in the implementation of PHC programmes in Katsina State. This depicts a healthy state of managerial capacity in relation to primary health care services. However, the significance of this can be judged from the *t* statistics and its significance. The *t* statistics of the independent variable stood at 4.08 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is insignificant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis H_{0i} in order to reject its alternate H_{1i} ;

Based on the above analyses the study rejects the null hypothesis, H_{0i} , which states that there is no significant relationship between managerial capacity of the Local Government and the implementation of PHC programmes in Katsina State; and accepts its alternate hypothesis, H_{1i} , which states that there is a significant relationship between the managerial capacity of the Local Government and the implementation of PHC programmes in Katsina State.

Summary of Findings

This study investigated the effects of managerial capacity on the implementation of PHC Programmes in Katsina State from 2011 to 2019. The study found out that the current managerial capacity of the Local Government has positive (coefficient 0.093) and significant (p-value 0.000 less than 0.05) effects on the implementation of PHC programmes in Katsina State. Notwithstanding the study found out the followings. i) the quantitative and qualitative analysis revealed poor synergy in intersectoral collaboration at different levels. ii) There is poor coordinated supervision of the PHC programmes at the LGA level. iii) The reporting system was also found to be conflicting, as there are multiple agencies with the stake for PHC programmes. iv) There is less involvement of LGAs in the planning of PHC programmes. v) There are multiple coordinating bodies and supervisory institutions in the PHC thus, create confusion in reporting and coordinating the programmes. These undermined the implementation of PHC programmes.

Conclusion and Recommendations

One critical element in the implementation of the Primary Health Care is the managerial processes which involve multi-sectoral approach. The managerial processes are conflicting as there are multiple agencies with the same mandate in the PHC. These multiple implementing agencies have poor synergy, this produces duplication of functions among the implementation agencies which undermines the implementation of PHC Programmes.

The study therefore submitted that managerial capacity for the implementation of PHC programmes can only be improved if the following suggestion were taken seriously: i) planning made by SPHCDA and partners, Local Governments should also be given space to plan some activities for the implementation of PHC programmes. ii) There should be Integrated Support Supervision from the State MOH/SPHCDA at least monthly. The Unit Heads at the LGA Headquarter (PHCD) should be motivated by the Director PHC to ensure regular supervision of the health activities. iii) Intersectoral collaboration should be enhanced by the SPHCDA through coordination. PHC coordinators should try as much as possible to engage all the other relevant units about their duties with regard to PHC. There should be room for monthly meetings between PHC department and other departments like LGEA, social welfare, works, information unit, traditional rulers and other stakeholders in the PHC in the LGA. iv) There should also be an Emergency Operation Centre (E.O.C) at the local government level to have in depth understanding of the nature of epidemics or outbreaks of any diseases.

v) To address the challenges of multiplicity of implementation agencies, like LGSC, MFLG, SPHCDA with different mandates, the State House of Assembly should pass a bill that will move PHC under one umbrella like SPHCDA with a mandate for health facilities, manpower and PHC programmes. This will make it possible to have one plan, one objective, one employer of labor and one monitoring and evaluation body.

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Effect of Nurses - Pregnant Women Relations on Ante- Natal Care Service Utilization in Public Health Centres of Katsina Local Government

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Abstract

This paper examines the relationship between nurses and pregnant women access to antenatal care services in public health care centres in Katsina Local Government (KTLG). Global commitment to reduced maternal health problems through the MDGs and SDGs is part of the realistic efforts to make the life of pregnant women and children better. However, frequent grievances by pregnant women attending public health facilities is on the poor attitude of ANC providers undermining the efforts of government in addressing maternal health challenges. The objective of the paper has been to evaluate the effect of the relationship between nurses and the pregnant women in ANC in Katsina State. This research adopted the mixed method research design. Purposive sampling was used to select 152 respondents and data was generated using questionnaire and Key Informant Interview. Data was analyzed using simple percentages and frequency. Multiple regression was also used to test the hypotheses. Findings of the study revealed a negative relationship between nurses and pregnant women accessing antenatal care services in public health care centres in Katsina State. The paper recommended a regulation of the behavior of the nurses, the provision of better antenatal care services as strategies to enhance antenatal care services in Katsina State.

Keywords: *Relationship, Nurses, Pregnant Women, Antenatal care services, Hospital*

Introduction

Close to 200 million people inhabit Nigeria, which is considered as Africa's most populous country. Nigeria is also identified as one of the countries where about 20% of all global maternal deaths take place (WHO, 2015). In 2015, Nigeria's estimated maternal mortality ratio was over 800 maternal deaths per 100,000 live births, with approximately 58,000 maternal deaths during the year under review (Erima and Chinta, 2020). By comparison, the total number of maternal deaths in 2015 in 46 most developed countries was 1700, resulting in a maternal mortality ratio of 12 maternal deaths per 100,000 live births. In fact, a Nigerian woman has a 1 in 22 lifetime risk of dying during pregnancy, childbirth or postpartum/post-abortion; whereas in the most developed countries, the lifetime risk is 1 in 4900 (Erima and Chinta, 2020).

ANC involves observations, provision of Tetanus Toxioid injections, supplements such as folic acid and iron, control of nutritional deficiency, screening and treatment of infections, routine measurement of weight, treatment of anemia, preeclampsia, and malaria prevention (Onoh, Umeora, Agwu, Ezegwui, Ezeonu, and Onyebuchi 2012, Maine 1991 in Erima and Chinta, 2020). Beyond this ANC is an avenue for the inculcation of healthy behaviors such as breast feeding, early post-natal care and planning for optimal pregnancy spacing. ANC trained skilled providers screens for infections, treats malaria, reduces the incidence of prenatal illness and death, provides birth preparedness, identifies signs of danger in pregnancy and plans to handle possible delivery complications through timely treatment and referrals. It also reduces medical problems in pregnancy such as anemia, hypertension, ectopic pregnancy, obstructed labour, eclampsia, excessive bleeding and premature labour and (Erima and Chinta, 2020).

In line with Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) targeted at ensuring maternal and child health, various governments have made concerted efforts towards ensuring that the various components of the mother and child health such as ante natal care are fully provided for and utilized. According to African Population and Health Research Center (APHRC) (2017) Nigeria is the second largest contributor to maternal mortality worldwide after India. The report further states that one Nigerian woman dies every 13 minutes this is to say that 109 women are dying each day from preventable causes related to pregnancy and child birth. Also, Nigeria has an annual estimated 40,000 maternal deaths which account for 14% of

the global total (Erima and Chinta, 2020). This picture painted by the report is gloomy and has consequences for survival of families and development in general. In response, the Nigerian government over the years has initiated several programmes aimed at reducing pregnancy and child related deaths. Some of these programmes include Midwives Service Scheme (MSS), Integrated Maternal, Newborn and Child Health (IMNCH), Safe Motherhood Initiative (SMHI), Saving One Million Lives (SOML) and others. A major aspect of all these programmes is the emphasis on ante natal care which is critical in terms of reducing pregnancy and child birth related deaths. In spite of these programmes and emphases on ANC services, progress towards the reduction of deaths has been slow. This trend had been attributed to several factors. For example, Adamu and Salihu (2002), cited factors to include; low income, age, economic status, religious and cultural beliefs as well as poor staffing of health facilities. Other scholars cited factors such as place of residence, working status of the woman, health insurance, wealth, religion, decision making autonomy as well as unpleasant experiences during previous ANC (Dahiru and Oche 2013 Onoh, Umeora and Onyebuchi 2012, Osungbad, Shehu, Uchendu, 2011 in Erima and Chinta, 2020). This paper explored how the interactions between women and ANC providers influence utilization of the services.

Statement of the Problem

Antenatal care (ANC) is critical for successful pregnancy and delivery. It is an important component of maternal and child health care aimed at monitoring the health of the mother as well as the baby, anticipate if any difficulties and complications of labor to ensure the birth of a healthy baby. It is generally believed that the utilization of antenatal care services is critical for the reduction of maternal and child mortality and the enhancement of the reproductive health of women of child bearing age (Cumber, Diale, Stanly and Monu, 2016). ANC aims at providing care by health professionals to prevent neonatal deaths as well as identify potential risks for the pregnancy or delivery in order to provide prompt services, as good care during pregnancy is important for the health of the mother and the development of the unborn baby.

Women are frequently asked to visit hospitals whenever they identify the symptoms of pregnancy, where investigation is carried out to determine the results which is their first point of contact with nurses. The reception and hospitality received by the pregnant mothers from the nurses determines their frequency of utilization of the ANC services. From this, nurses are obliged to

demonstrate good attitudes so as to motivate the pregnant mothers for the utilization of ANC services.

However, empirical evidences and reports showed that nurses display erring behavior in handling pregnant women, ranging from lack of concern, low responses, lack of attention on pregnant women to determine their feelings, shouting and sometimes even slapping the pregnant women, to mention just a few. These poor attitude affects the pregnant mothers which by implication undermines the utilization of ANC services. This research therefore is designed to investigate the effect of nurses – pregnant women relation on ANC service utilization in public health facilities in Katsina Local Government Area (LGA)

Research Objectives

This research attempts to:

- i. Find out the nature of the relationship between nurses and antenatal pregnant women in public health care centres in Katsina Local Government
- ii. Evaluate the attitude of nurses towards antenatal pregnant women in public health care centres in Katsina Local Government

Research Hypotheses

Hoi. The nature of nurses – pregnant women relationship has no significant influence on utilization of ANC in public health care institutions in Katsina Local Government.

Hoi. There is no significant relationship between attitudes of nurses and the socio-economic status of women attending ANC in public health care institution in Katsina Local Government

Literature Review and Theoretical Framework

This section covers the literature review on the related variables and the theoretical framework on the subject matter.

Literature Review

Pregnancy is a crucial time to promote healthy behaviours and parenting skills. Good ANC links the woman and her family with the formal health system,

increases the chance of using a skilled attendant at birth and contributes to good health through the life cycle. Inadequate care during this time breaks a critical link in the continuum of care, and effects on both women and babies:

Effects on mothers: It has been estimated that 25 percent of maternal deaths occur during pregnancy, with variability between countries depending on the prevalence of unsafe abortion, violence, and disease in the area. A third and a half of maternal deaths are due to causes such as hypertension (pre-eclampsia and eclampsia) and antepartum haemorrhage, these are directly related to inadequate care during pregnancy.² In a study conducted in six West African countries, a third of all pregnant women experienced illness during pregnancy, of whom three percent required hospitalization. Certain pre-existing conditions become more severe during pregnancy. Malaria, HIV/AIDS, anaemia and malnutrition are associated with increased maternal and newborn complications as well as death where the prevalence of these conditions is high (Blumer, 1969 in Erima and Chinta, 2020). New evidence suggests that women who have been subject to female genital mutilation are significantly more likely to have complications during childbirth, so these women need to be identified during ANC. Gender-based violence and exposure to workplace hazards are additional and often underestimated public health problems. Rates of depression may be at least as high, if not higher, in late pregnancy as during the postnatal period. Some African societies believe that grieving for a stillborn child is unacceptable, making the death of a baby during the last trimester of pregnancy even harder to process and accept.

Effects on babies: WHO (2015) reported that, in sub-Saharan Africa, an estimated 900,000 babies die as stillbirths during the last twelve weeks of pregnancy. It is estimated that babies who die before the onset of labour, or antepartum stillbirths, account for two-thirds of all stillbirths in countries where the mortality rate is greater than 22 per 1,000 births – nearly all African countries. Antepartum stillbirths have a number of causes, including maternal infections – notably syphilis – and pregnancy complications, but systematic global estimates for causes of antepartum stillbirths are not available. Newborns are affected by problems during pregnancy including preterm birth and restricted fetal growth, as well as other factors affecting the baby's development such as congenital infections and fetal alcohol syndrome (Onella, Seiphaty, Anoo, Patricia, Stephen, 2020).

The social, family, and community context and beliefs affect health during pregnancy either positively or negatively. Some cultures promote special foods and rest for pregnant women, but in others, pregnancy is not to be acknowledged. In these cases, women continue to work hard, and nutritional taboos may deprive them of essential nutrients, adding to nutritional deficiencies, particularly iron, protein, and certain vitamins. In one tribe in Nigeria, pregnant women cannot say they are pregnant, and if they feel unwell, they have to say that they have “swallowed a cockroach.” (Erima and Chinta, 2020).

Challenges of ANC Service

Onella et’al, (2020) and Erima (2020) reported that, to respond to the needs of pregnant women, ANC must address multiple conditions directly or indirectly related to pregnancy, including malaria, nutrition deficiencies, STIs, HIV, and TB. ANC should also provide required information and advice on pregnancy, childbirth, and the postnatal period, including newborn care. The most effective way to do this is through integration of programmes and availability of health care providers with a wide range of skills. But integration is easier to say than to do and adding more interventions has implications for this programme which is often already overloaded and under-funded. While lack of infrastructure affects ANC less than other services along the continuum of care, ANC shares with other components overarching challenges that are influenced by supply and demand: general health system weaknesses and social, economic, and cultural barriers.

Supply factors: Many countries are struggling to achieve quality ANC provision, particularly in rural and peri-urban areas. Competition for staff and money as well as poor communication with other programmes or components (malaria, HIV, emergency obstetric care) can be found at different levels of the health system, particularly where policies are ill defined. National and sub-national level health budgets may be too small and heavily dependent on donor funding. As a relatively low-profile service, ANC may not receive enough funding. Low managerial capacity is common at district level, and poorer districts may face difficulties in raising the funds for conducting essential ANC activities or in attracting and retaining staff in the absence of incentives (WHO, 2015). Additionally, lack of up-to-date standards and protocols, poorly defined roles among programmes or staff, and weak monitoring systems contribute to low quality ANC. Poor regulatory mechanisms or insufficient capacity to enforce regulations contribute to the difficulty in assessing quality of care in public and private ANC clinics.

Establishing and sustaining a functional health system that can provide universal coverage of quality ANC (at least four visits at the correct times during pregnancy) is a challenge for many countries in Africa.

Deployment of staff to rural areas can be a real difficulty, particularly where there are not economic or career incentives to deploy and retain staff in less favourable conditions. Staff may not have the required skills to provide all components of ANC or may not receive the support they need. ANC can be the platform to support special groups such as adolescents, female victims of domestic violence, and single mothers, among others, as these groups have a higher risk of stillbirth, preterm birth, low birthweight (LBW), and child abandonment and neglect. However, this is difficult for a lot of already overburdened ANC providers, who often struggle just to provide the basic health promotion messages with limited resources and heavy caseloads. Some practical steps to anticipate and avoid this overload are detailed below. Shortage of supplies, drugs and basic equipment can compromise the quality of care, motivation of staff, and the utilisation of services. Weak health referral systems to support case management of complications of pregnancy inevitably reduces the overall impact of ANC.

Social, economic, and cultural barriers: ANC coverage is lower among women who need it the most: those who are poor, less educated, and living in rural areas. An important barrier is the inability to pay for ANC or the treatment prescribed in ANC, where user fees are in place and safety nets for the poor do not exist. Conflict or poor communication among formal health care providers, traditional birth attendants (TBA) and other CHWs may be the cause of low utilisation of ANC services in certain communities. As pregnancy is perceived as a natural process of life, women, families and communities may underestimate the importance of ANC. In addition, many may simply lack knowledge about danger signs in pregnancy and will not know how to seek care when a complication occurs during pregnancy. Finally, a lack of awareness exists about the extent and impact of traditional household and community beliefs and customs, such as suboptimal maternal nutrition and infant feeding practices. The attitudes and behaviours of health care providers in ANC clinics compound this problem by failing to respect the privacy, confidentiality, and traditional beliefs of the women. This may negatively influence the use of ANC as well as MNCH services at large.

Theoretical Framework

This research work is anchored on symbolic interactionism theory propounded by Haggie (1986) and reviewed by Erima, (2020). Symbolic interaction theory refers

to the unique ways in which people and systems interact and communicate with one another as well as the essence and characteristics of that interaction and communication. An important tenet of symbolic interaction theory is that individuals attach meaning to their communications with others within the context in which the interaction takes place. So, even though several individuals might experience an interaction in the same place and time, they may interpret that interaction very differently, depending on the meaning we place on it. Symbolic interaction theory maintains that individuals are not just passive receivers of information. Rather, they filter and interpret the information based on culture, cognitions, experiences, and so on, and respond to this information based on how it is interpreted (Blumer, 1969). There are three main premises to symbolic interaction theory. The first is that we act on our world based on the meanings that people attached attach to their experiences. The second is that the meanings attached to experiences stem from interactions with others. The third is that these meanings are influenced by interpretations of interactions. Thus, experiences, interactions, and interpretations of experiences and interactions constitute an ongoing dynamic process. (Blumer, 1969 in Erima and Chinta, 2020).

In the hospital setting, nurses and patients interact. The interaction between nurses and patients can only be effective if only they communicate through a common language or symbols. As asserted by the symbolic interaction theory, humans draw their meaning from the interaction they encounter with significant others. The meaning drawn from a particular interaction by participant is different because of the differences in culture, cognition, age and other factors in a system. Symbolic interaction maintains that we are not just passive receivers of information. Rather we filter and interprets the information based on our culture, cognitions, and experiences and experiences and so on and we respond to this information based on how we interpret it (Blumer, 1969 in Erima and Chinta, 2020).

When patients came into contact with nurses, they interact with the aim of addressing the health needs of patients. Patients interpret and draw meanings from the non-verbal cues of nurses in the nurse – patient relationship. Both nurses and patients are particularly concerned about the tone of voice, the facial expression, the silence, gesture and meaning, eye contact, physical appearance, demeanor by sound, touch, just to mention but a few. When patient interpret and perceived that they are rejected by nurses due to some unaware non-verbal behavior of nurses, they are likely to fail to adhere to treatment plans. They may begin to believe that

the nurse- patient relationship cannot be therapeutic and ultimately lead to withdrawal. This perception of patients that nurses are uncaring can affect their future decision about whether to receive health care from hospital or use the local herbs. This meaning is determined by the culture, age, level of education of the patient. Nurses' perception that some patients are difficult due to their verbal and non-verbal behavior exhibited in their interaction with patient will definitely affect their attitudes in the nurse-patient relationship (Erima and Chinta, 2020).

As asserted by the theory, human actions and interaction are understandable only through the exchange of meaningful communication or symbol. The nurses who have much power in this interaction are expected to communicate to the understanding of patient. Nurses who are aware of their own feelings and recognize the impacts of expressions through non-verbal channels need to deal with their own feelings in constructive ways. When this is done, interactions becomes more positive than negative.

Methodology

The study employed mixed method design and purposive sampling technique. The study area is some selected Health Facilities in Katsina Local Government. There are 31 health facilities in KTLG out of which 18 facilities provide ANC services. Out of the 18 health facilities providing ANC services in KTLG, 6 were selected. These comprises 1 Federal Medical Centre (FMC), 1 General Hospital, 2 Comprehensive Health Centres and 2 Health Clinics. Data was collected using questionnaire and key informant interview. 152 respondents were sampled for this study. Out of which 140 copies of questionnaires were distributed, and 12 respondents were interviewed. Out of the 140 copies of questionnaires distributed, only 112 copies were completed and returned. So the analysis is based on 112 respondents. The samples of the study include only pregnant women and antenatal health workers. In charges of ANC and 1 pregnant woman in each of the health facilities were interviewed. In each of the 6 health facilities, 22 questionnaires were distributed to pregnant women. Data were analyzed using frequency and simple percentage. Multiple regression was used in testing the hypotheses.

Results and Discussion

Socio-Demographic Attributes of Respondents

The table indicates respondents drawn from diverse socio-demographic backgrounds as presented below:

Table 1: Socio-Demographic Attributes of Respondents

Variable	Frequency	Percentage (%)
Age Distribution		
17-25	53	47
26-30	20	18
31-35	23	20
36 and above	16	15
Variable	Frequency	Percentage (%)
Occupation		
Artisan	13	12
Business	10	9
Farming	27	24
Students	10	9
Civil Servant	37	33
Others	15	13
Variable	Frequency	Percentage (%)
Religious Affiliation		
Christianity	55	49
Islam	36	32
Others	21	19

Source; field survey, 2020

The information above explains the distribution of socio-demographic characteristics of respondents. The age distribution on its part indicated that ages 17-25 constituted 47%(53), ages 26-30 years constituted 18%(20), of the population size, while 23%(20) respondents fell between age bracket 31-35 years. An average of 36years and above constituted 15%(16).

Again, the data collected on occupation of respondents shows that 12%(13) of respondents are artisans while 9%(10) are into business, 24%(27) of respondents were involved in farming activities, while 37%(33) are civil servants, 9%(10) of respondents are students and, 13%(15) are into many other activities outside those stated. Therefore, it is very clear that majority of the sampled populations are students of secondary school age.

Similarly, the data on religious affiliation of respondents showed that 55% (49) of respondents are Christians while 36% (32) were Muslims. An insignificant

number of 19% (21) also indicated that they belong to neither Christian nor Islamic religions.

Nature of Relationship between Nurses and Pregnant Women Attending ANC in the public health care centres and clinics in KTLG

Perception of pregnant women attending ANC in public health care centres regarding their relationship with nurses was examined. Findings from the study revealed that the relationship was not always cordial. This is summarized as presented in the table below:

Table 2: Respondents opinions on the nature of Nurses and Pregnant Women Attending ANC in the public health care centers in KTLG

S/N	Variables	SA	A	D	SD
1.	Not Cordial	50 (44.6)	23 (18.8)	27 (24.1)	12 (9.8)
2.	Cordial	12 (9.8)	34 (30.4)	13 (10.7)	43 (38.4)

Source: Field survey, 2020

Table 2 above revealed that, 44.6% (50) respondents strongly agreed that relationship between nurses and pregnant women attending antenatal health care services in public health care centers in KTLG, is not cordial. 18.8% (23) respondents agreed that the relationship is not cordial. 24.1% (27) respondents disagreed with the assertion that the relationship is not cordial. While 9.8% (11) strongly disagreed with the statement that the relationship is not cordial. The table also attested that 9.8% (12) respondents strongly agreed that the relationship is cordial. Whereas 30.4% (34) respondents agreed that the relationship is very cordial. 10.7% (13) disagreed with the assertion that the relationship is cordial. While 38.4% (43) respondents strongly disagreed with the assertion that the relationship is not cordial. Based on the findings of this table, one is correct to conclude that, the relationship between nurses and pregnant women attending antenatal health care services in public health clinic of KTLG is not cordial. This finding is further corroborated by interview, who reported that;

“Some of the nurses behave as if pregnancy is not something that need attention. After all the stress we pass though in the record section. They shout at us, forced us to be walking up and down in the hospital. Most of the nurses are very rude. They work as if they are trained to shout. And once you come they just feel they should shout at you. They probably believe pregnant women should be shouted upon” (Maimuna, 35 years).

In a similar vein, another respondent narrated her bitter experience with the nurse during antenatal visit, saying;

“During my last visit, I nearly involved in a fight with one nurse, who was rushing me, when I asked her not to rush me, she got annoyed and left me alone. After a long time, quarrel, I reported her and that was how I ceased attending ANC in that hospital. When I went to FMC, I was left alone for a long time in labour room. It should not surprise you that, those nurses slap pregnant women. In fact, attending public hospitals is a course” (Aisha, 26years).

Nature of Health care centers Attended by Respondents

The paper revealed that, respondents for this study attended different health care centres ranging from primary, secondary and tertiary. The distribution of respondents on the kind of health care attended for ANC is presented in the table below

Table 3: Respondents opinions on the Nature of Public Health Care Centers Attended

Variable	Frequency	Percentages
Tertiary	19	16.2
Secondary	21	17.8
Primary	72	66.0
Total	112	100

Source; Field Survey, 2020

The above table shows that, 16.2% of the total respondents said they attend tertiary public health care centres, 17.8% respondents attend secondary health care centres while 66% of respondents attend primary health care centers. Based on the table here, it is right to conclude that majority of the respondents attend Primary health care centres in the local government.

Attitude of nurses towards pregnant women attending antenatal care services in public health care centers in KTLG. The study examined the attitude of nurses towards pregnant women attending antenatal care services in public health care centers in KTLG. It was discovered that, the nurses usually portray negative

attitude to their patients attending ANC. The findings are presented in the table below:

Table 4 Respondents opinions about the Attitude of Nurses towards Pregnant Women Attending ANC in the public health care centers in KTLG

Statement	Strongly Agreed	Agreed	Disagreed
Nurses understand your ideas expressed about your feeling and coping	22(20%)	30(26.2%)	60(53.8%)
Nurses recognize that patient desire happiness and not suffering in the caring process	20(18%)	28(25.5%)	64(67.2%)
Nurses listen attentively to identify thinking, feelings and behaviour disturbance	22(20%)	30(26.2%)	60(53.8%)
Nurses do not maintain good eye contact with you	60(53.8%)	22(20.6%)	30(26.2%)

Source: Field Survey, 2020

The table above revealed that in order to understand the perception of pregnant women about the nature of their relationship with pregnant women. It was observed that 22(20%) respondents strongly agreed that nurses understand the ideas expressed by the pregnant women about their feelings and coping 30(26.2%) respondents agreed while 60(53.8%) respondents disagreed. Also, 20(18%) respondents strongly agreed that nurses recognize that patients desire happiness and not suffering in the caring process. In the same vein, 28(25.5%) respondents agreed that nurses recognizes patients’ desire and happiness while 64(67.2%) respondents disagreed that nurses recognizes patients’ desire and happiness. Similarly, 22(20%) respondents agreed that nurses listen to them attentively to identify thoughts, feeling and behavior disturbance. 30(26%) respondents agreed while 60(53.8%) respondents disagreed. The table also indicates that nurses do not maintain good eye contact with their patients. This was confirmed by 60(53.8%) respondents, while another 22(20.6%) respondents agreed with the assertion. The remaining 30(26.2%) respondents disagreed on the notion that nurses maintain good eye contact with the patients.

Corroborating this, a 28 years old pregnant woman laments that;

“These nurses you see here have no consciences, they treat us as if we are not human beings. Majority of them that do such things are women, who also go through the same pains with us. At times, they call us names that

are abusive, they delay in attending to me, and worst of it all, some of them slap pregnant women. You can hardly see these attitudes in private hospitals”.

An interview with a female nurse indicated that, the perceptions of their pregnant women patients about the nurses is not totally out of point. To that effect, she had this to say;

“Pregnancy period is a very difficult time in the lives of women, so, they need to be shown love, care and concerned by the nurses, who seem to be their immediate friends. However, to say the truth, majority of my colleagues especially the young ones and those who are new into the profession do not do accordingly, which is abuse of our ethics. Most of them that do this behave otherwise if found in private hospitals. There are instances where I quarreled some of my colleagues for ignoring patients, quarreling with them and even slapping them. The situation is critically alarming, and must be checked, else, the pregnant women have already lost confidence in the public clinics. (Female nurse, 47 years old, FMC, Katsina)”.

Table 5: The impact of the attitudes of Nurses towards pregnant women attending ante natal health care service in public health care centers in KTLG

S/N	Variables	SA	A	D	SD
1.	It results to conflict between pregnant women and nurses	23(20.5%)	54(48%)	20(17.9%)	15(13.4)
2.	It results to some level of stillbirth and other complications due to long time labour	17(15.2%)	19(17%)	7(6.3)	69(61.6%)
3.	It results to lack of confidence in nurses working in public health care centres	50(44.6%)	27(24.1%)	11(9.8%)	24(21.4%)

Source: Field Survey, 2020

Table 5 above revealed that 20.5% (23) respondents strongly agreed that the attitudes of nurses on pregnant women in public health care centres of KTLG

results to conflict between them and the nurses. 48% (54) of respondents also agreed with this assertion. Also, 17.9% (20) respondents disagreed with the notion that it leads to conflict between pregnant women and nurses while 13.4% (15), also disagreed with the assertion. The table also shows that 15.2% (17) respondents strongly agreed that it can result to still birth and other health complications. Additionally, 17% (19) respondents said it could result to still birth. 17% (19) respondents agreed to this assertion on still birth. 6.3% (7) respondents disagreed, while 61.6% (69) respondents strongly disagreed. Similarly, it was found out that 44.6% (50) respondents strongly agreed that it leads to lack of confidence in nurses working in public hospitals, 24.1% (27) respondents agreed to this, while 9.8% (11) respondents disagreed with the above assertion. Whereas 21.4% (24) respondent strongly disagreed that it could result in lack of confidence in nurses working in public hospitals. Based on the findings above it can be inferred that negative attitude has severe effects which has resulted in conflicts between nurses and pregnant women. Corroborating this, a senior female nurse has this to say:

“When nurses and patients are in conflict of either ideas or interests, both parties suffer the consequences. Firstly, nurses lose their integrity, trust and confidence. On the other hand, to pregnant women, it leads to complications during delivery. I know of a one woman who came to deliver in one of the public hospitals here in KTLG, and because, the nurse who was on duty had problems with the pregnant woman, she refused to attend to her. The said woman, almost lost the pregnancy” (Jamila, 41 Years, CHC K/Kaura).

Another respondent has this to say;

“I do not like attending my antenatal care in this place due to the attitude of these nurses especially the female ones. My only challenge is financial constraint. I am sure this will be my first and last time to visit a public hospital. I did not have such experience an treatment with nurses during my first pregnancy, the nurses there (in the private hospital) were very young, smart and more dedicated to their work than those in public hospitals who attend to patients as well as play with their big smart phones” (35 years old respondent in CHC K/Guga).

From the above responses, respondents lack confidence in the nurses working in the public hospitals during antenatal care period.

Another respondent lamented,

“I am highly disappointed in the sense that this big hospital cannot satisfactorily take care of pregnant women. How I wish some nurses of this place would go to the private hospital and see how smooth things go on there. Some of these nurses feel they are too big. This was how they delayed my neighbour here until she had to be operated on during delivery” (30 years old respondent, PHC K/Marusa)

Multiple Regression Analysis and Test of Hypotheses

To test for the hypotheses formulated in this research, multiple regressions was used to determine the multiple effects of the independent variables on the dependent variable. The preliminary analysis to the multiple regression are discussed as follows

Table 6: Regression output ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.308	5	1.062	15.473	.000 ^b
	Residual	21.889	319	.069		
	Total	27.197	324			

Source: SPSS Output, 2020

Table 6 shows, the results from multiple regression analysis which tests the effects of independent variables on ANC utilization. The F-statistic measures the adequacy and fitness of the model used in the study stood at 15.473 with a p-value of 0.000^b which is insignificant at 5%; this showed that the model is fit for the data.

Table 7 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 ^a	.195	.183	.2619479

Source: SPSS Output, 2020

Table 7 showed the summary of the multiple regression analysis. The empirical findings showed that R, the multiple correlation coefficient stood at 0.442

indicating a moderate correlation between the independent variables and the dependent variable. R^2 , the multiple coefficient of determination of the variable stood at 0.195 indicating that about 19.5% of the total variation in ANC utilization is explained by variations in the ‘independent variables captured in the study; while other variables not captured in the study explain 80.5% of the variations in ANC utilization. The adjusted R^2 being 0.183 indicates that the independent variables still explain 18.3% of the variations in ANC utilization even if other variables were added to the study.

Table 8: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.224	.172		7.130	.000
Nature of nurses – women relationship	-.043	.037	-.060	1.163	.000
Attitudes of nurses and socio-economic status of the women	.128	.036	.183	3.606	.000

Source: SPSS Output, 2020

Table 8 showed the outcome of the respective independent variables on primary healthcare programmes. These are discussed under the Test of Hypotheses subsection. However, the study presented the test for the assumptions of linear regression in the preceding sections. Upon the fulfillment of the assumptions of regression analysis, multiple regression analysis is considered suitable in testing the research hypotheses.

Hypothesis I

Ho i. The nature of nurses – pregnant women relationship has no significant influence on utilization of ANC in public health care institutions in KTLG.

The coefficient of this independent variable stood at -0.43 which is positive. This implies that an increase or continuation in the current nurses – pregnant women relationship led to a decrease in the utilization of ANC KTLG. This depicts unhealthy relation in the ANC space. This means that if the ANC care givers have good relationship towards their pregnant patient attending ANC in public health

institutions, the later would be more influenced to seek ANC services in the public health care centres. However, the significance of this can be judged from the t statistics and its significance. The t statistics of the independent variable stood at 1.163 with a p-value of 0.000. The p-value is greater than 0.05, indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis H_{0i} in order to reject its alternate H_{0i} ;

Based on the above analyses the study fails to accept the null hypothesis, H_{0i} , which states that; The nature of nurses – pregnant women relationship has no significant influence on utilization of ANC in public health care institutions in KTLG and accepts its alternate hypothesis, H_{0ii} , which states that nature of nurses – pregnant women relationship has no significant influence on utilization of ANC in public health care institutions in KTLG

Hypothesis II

Ho ii. There is no significant relationship between attitudes of nurses and the socio-economic status of women attending antenatal in public health care institution in KTLG.

The coefficient of this independent variable stood at 0.128 which is positive. This implies that an increase in the current attitudes of nurses would lead to an increase in utilization of ANC in KTLG. This depicts unhealthy attitude of nurses in relation to ANC utilization. However, the significance of this can be judged from the T statistics and its significance. The t statistics of the independent variable stood at 3.606 with a p-value of 0.000. The p-value is less than 0.05, indicating that the relationship depicted in the model is insignificant at 95% confidence level. This implies that the study does not have enough statistical evidence to accept the null hypothesis H_{02} in order to reject its alternate.

Based on the above analyses, the study rejects the null hypothesis, H_{02} , there is no significant relationship between attitudes of nurses and the socio-economic status of women attending antenatal in public health care institution in KTLG.; and accepts its alternate hypothesis, H_{12} , which states that there is significant relationship between attitudes of nurses and the socio-economic status of women attending antenatal in public health care institution in KTLG.

Discussion of findings

The findings of the study showed that the relationship between nurses and pregnant women attending antenatal care services in public health care centers in KTLG is not favourable. The study also evaluated the attitudes of nurses towards pregnant women attending antenatal care services in public health centres in KTLG and found that even though nurses understand the feelings of their patients, they do not listen to pregnant women attentively to identify their thoughts, feeling and behavior. Findings also revealed that nurses do not maintain good eye contact with their patients. These findings are in line with Nwosu, Inyamal & Emeka, (2016) who found a negative relationship between nurses and patients. As a result of these, majority of the pregnant women who attend antenatal care services in public health care centers do not wish to continue in such places during subsequent pregnancies. This is in line with findings by Dairo & Dwoyoku. (2010), which revealed that, majority of the pregnant women in the study lamented that the attitudes of such nurses made majority of them resorted to traditional birth attendants during child delivery.

On effect of attitude of nurses on pregnant women attending antenatal care services in public health care centers in KTLG, the study foundout that the attitude of nurses on pregnant women in public health care centers in KTLG have often result to conflict between pregnant women and nurses. Similarly, it was established that this equally resulted in lack of confidence in nurses working in public hospitals. Based on the findings above, it can be inferred that the negative attitude have severe negative effects between nurses and pregnant women thereby undermining the utilization of ANC. The implication is that majority of pregnant women today would rather attend antenatal in private hospitals where their welfare and comfort is the priority of health care givers, even though such are expensive. The paper as well foundout that preferential treatment were giving to women with high socio-economic status. Where nurses viewed themselves as super, it affects the profession and constitute grave consequences to health institutions, the nurses' professions and the entire society.

Conclusion and Recommendations

The paper evaluated the effect of nurses - pregnant women relations on the utilization of ANC in Katsina State. In many cases, pregnant women had series of conflicts with heath care givers. These attitudes of maternal health care providers is an important element and influences positively and negatively on how women, their partners and families perceived and experience maternal health care. Lack of

respect and care from providers, such as doctors and midwives, has more often led to dissatisfaction with the health system, with those seeking antenatal, delivery and postnatal services. In addition, nurses' attitudes and behavior directly affects the well-being of patients and relationship between patients and providers. Moreover, negative attitudes and behavior undermines the quality of care and the effectiveness of maternal health promotion efforts, in addition to compromising women's essential to dignity and respect maternal health care.

Based on the findings of this study, the paper recommended that; there is need to regulate nurses' attitudes so as to enhance effective access to public health care facilities among pregnant women in health facilities in Katsina LGA. Nurses should be cautioned on quarrelling with pregnant women attending ANC. Nurses should be encouraged to always make themselves available to pregnant women attending ANC services in public hospitals. Nurses should be monitored closely so as to check the abuse of ethical codes of conducts of the medical profession and see pregnant women attending ANC as friends, and not as enemies. Any nurse caught with negative attitude at ANCS should be sanction. The relevance of the bio-psychosocial model should be incorporated into their academic curriculum to enhance their relationship with patients. The environment should therefore be informal to make the patients feel at ease to release the undue pressure that usually worsen women illness. More days should be giving to nurses to help them to regain energy in order not to transfer the negative effect of stress on patients.

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