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CANADIAN CONTEMPORARY RESEARCH JOURNAL

Volume 1, Issue 1

Social Sciences

Volume 1, Issue 1

CANADIAN CONTEMPORARY RESEARCH JOURNAL

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Features

CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Nigerian Deposit Money Banks' Audit Committee Physiognomies and Earnings Management

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ABSTRACT

The study investigated the prediction of audit physiognomies on selected Nigerian banks' income smoothing. This was as a result of alarming rate of corporates failure which culminates into the inability of organizations to meet the expectations of their various interested parties. Five research hypotheses were formulated for the study. Ex-Post Facto research design was used for the study. The population of the study comprised of fifteen quoted deposit money banks (DMBs) in the financial sector listed on the Nigerian stock exchange. The study covered a period of seven years from 2010 to 2017. Data for the study was extracted from the firms' annual reports and accounts. Secondary data analysis was done using multiple regressions technique, done with the aid of SPSS version 21. Our findings revealed that audit committee characteristics have a significant effect on earnings management of listed deposit money banks (DMBs). While audit committee size and committees' financial expertise showed insignificant relationship with earnings management, committee's independence and frequency of meetings are positively and significantly related to earnings management. In line with the findings, it was recommended among others that the audit committee meeting should be more than four times a year because the more the meetings the better the monitoring and regulators should have a statutory position on the maximum number of audit committees meetings, as SEC code of corporate governance is silent on this. Secondly, SEC should increase the minimum number of members with financial expertise in the audit committees.

Key words: Deposit Money Banks, Audit Committee, Earnings management

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1. Introduction

Financial scandals and the collapse of some multinational corporations can be as a result of the unethical accounting practices. One of such unethical issues in accounting is earnings manipulations that come under the umbrella of earnings management and serves as a strategic tool used by management under the pretext of maximizing firm's value and reducing risks. This is possible by distorting and/or manipulating the application of Generally Accepted Accounting Principles (GAAP) (Hussaini, 2014).

Earnings management is recognized as attempts by management to influence or manipulate reported earnings by using specific accounting methods or accelerating expense or revenue transactions, or using other methods designed to influence short-term earnings. The term as generally understood refers to systematic misrepresentation of the true income and assets of corporations or other organizations. Earnings management occurs when managers use judgment in financial reporting in structuring transactions to alter financial reports, to either mislead some stakeholder's about the underlying economic performance of the company, or to influence contractual outcomes that depend on reported accounting (Omoye & Eriki, 2014).

Audit committees have been regarded as integral to quality financial reporting. Companies establish audit committees to improve quality of financial reporting practices, and earnings, (Ramsay, 2001 as cited in Allam. M.M.H, Talal, A. and Emad, M.A

(2010)). The basic functions of the audit committee are to oversee the financial reporting process and to monitor managers' tendencies to manipulate earnings. Regulators in recent years have questioned the effectiveness of audit committees in ensuring that financial statements are fairly stated and are without earnings management. As a result of the many company failures of recent years, corporate governance reforms in many countries have empowered the role of the audit committee in the oversight of financial reporting (Sarbanes-Oxley Act, 2002; Smith, 2003 as cited in Allam et al, 2010).

The problem however is that despite the presence of audit committees, there have been several cases of manipulation of financial statements which suggest that the mere presence of an audit committee is not sufficient enough to mitigate the tendencies for financial statement manipulation by management. Consequently, the concern and emphasis in recent times has not just been about the formation of audit committees but on the effectiveness of the audit committees in improving stakeholder's confidence in financial statements especially in light of recent accounting scandals. In this regards, several studies including Klein (2002) have recommended that a number of characteristics are important for an audit committee to effectively accomplish its objectives. These characteristics include: the overall independence and expertise of the audit committee; the level of its activity and its size, amongst others. For instance, audit committee expertise is highly associated with the effectiveness of financial reporting. Similarly, Godwin (2003) supported the need for audit committee members to have accounting or finance background in addition to being independent of management. Independent non-executive directors and directors with financial expertise are more likely to be effective as members of audit committee (Ibadin, & Afenimi, 2015).

The manipulations of financial statements and subsequent corporate collapses are currently recurring phenomena globally. Various countries have tried to address this situation in order to guarantee the credibility of the financial statements through ensuring strong corporate mechanisms and strict compliance with accounting standards. Current global trend indicates that the anxiety for the examination into the practice of earnings manoeuvre becomes even more salient following the current global trend of corporate failures that have bedevilled large organisation such as Health South, Global Crossing, Parmalat, Hollinger, Adecco, TV Azteca, Enron, Worldcom and Tyco (Uwuigbe, 2013). This phenomenon has led to heated debate among regulators, accounting practitioners, financial analyst and researchers to find a solution to the unprecedented corporate failures. Nigeria has had its own share of financial reporting failure with the problems in Cadbury Nigeria Plc in 2009, Oceanic bank Nigeria Plc faced problem of financial reporting in 2009, and Intercontinental Bank Plc in 2009. With this development, most countries all over the world decided to set codes of best practice as guideline to address governance and financial reporting anomalies

Moreover, Financial Statements are a major means through which companies communicate to its users its financial results as well as its position. Financial analysts cum investors make use of financial statement to make rational decisions. Some of the qualitative characteristics of this information are reliability, relevance and understandability. To achieve quality of financial reporting, a monitoring committee is often put in place to serve as a watchdog in ensuring that companies produce relevant and reliable information which will eventually protect the interest of both existing and prospective investors. The most important of these monitoring committees is the Audit Committee, which is responsible for the review of audited and unaudited financial statements of organizations thereby improving the quality of such information and reducing the possibilities of unethical or abuse of accounting practices by management when preparing financial statements. Despite the existence of this monitoring committee, there were a lot of corporate failures in recent years, for instance, the accounting scandals by Cadbury plc 2009, Intercontinental Bank Plc 2009, and Oceanic Bank Plc 2009. This has brought about doubt in the minds of shareholders on the credibility and reliability of financial reports. It was as a result of the foregoing statements that researchers consider it of paramount importance to investigate the effect of this audit committee on earnings management.

However, the literature on the relationship between audit committee physiognomies and earnings quality is inconclusive. Some studies found positive relationships (Hussaini, 2014, Beasley & Selterio, 2001, Nelson & Jamil 2012), while others found negative associations (Temple, et al, 2016, Yang & Krishman, 2005; and kuang & Sharma 2014). These mix findings make the direction of these relationships to be illusive, and to the best of our knowledge as at the time of this research, there is no study in Nigeria that has carried out a study on the effect of audit committee physiognomies on earnings management of listed deposit money banks in Nigeria up to 2015, covering four characteristics of the audit committee which include; Audit committee size, independence, meetings and financial expertise.

In view of the above, there is the need to conduct a study with a view to filling this gap that exists in the literature. This study objective seeks to answer the questions and test hypotheses of how audit committee physiognomies influence earnings management of listed deposit money banks in Nigeria. In order to achieve the aforesaid objective and to empirically solve the problem of this study, the following research questions and null hypotheses (Ho) were formulated and will be tested at 5% level of significance:

Research questions:

i. What is the joint effect of audit committee characteristics on earnings management of listed deposit money banks in Nigeria?

ii. Does audit committee size have any effect on earnings management of listed deposit money banks in Nigeria?

iii. What is the effect of audit committee independence on earnings management of listed deposit money banks in Nigeria?

iv. To what extent does audit committee financial expertise affect earnings management of listed deposit money banks in Nigeria?

v. What is the effect of audit committee meeting on earnings management of listed deposit money banks in Nigeria?

Null hypotheses:

i. Ho: Audit committee characteristics do not have any significant joint effect on earnings management of listed deposit money banks in Nigeria.

ii. Ho: Audit committee size does not have any significant effect on earnings management of listed deposit money banks in Nigeria.

iii. Ho: Audit committee independence has no significant effect on earnings management of listed deposit money banks in Nigeria.

iv. Ho: Audit committee financial expertise does not have any significant effect on earnings management of listed deposit money banks in Nigeria,

v. Ho: Audit committee meeting does not have any significant effect on earnings management of listed deposit money banks in Nigeria.

The study will therefore serve as a reference for further researchers in this area, by critically looking at the empirical finding thereby discussing the implication from the Nigerian perspective. The study has the potential to inform regulators, practitioners (auditors and forensic accountants) and board of directors who are responsible and more concerned with improving the oversight of public corporations, thereby reducing opportunities for managers and others to engage in financial fraud. In the same vein, it will also serve as a basis for formulation of laws and policy implications. The study will also contribute to debate on the mix of opinion in the existing literature between audit committee characteristics (audit committee size, audit committee independence, audit committee expertise and audit committee meetings and earnings management). In that, the study will be among those that may provide additional evidence for future research.

The remaining of the study is divided into four sections, that is, review of related literature, methodology, data analysis and conclusion and recommendations.

2. Review of Related Literature

2.1 Conceptual Framework

2.1.1 Audit Committee

The audit committee serves as a liaison between the external auditor and the board of directors, and facilitates the monitoring process by reducing information asymmetry between the external auditor and the board. In addition, Blue Ribbon Committee (1999) noted that the audit committee is the most important governance mechanism with respect to audit firm appointments because it is responsible for hiring the external auditor and for overseeing audit quality. Therefore, a properly functioning audit committee is critical in ensuring the independence of auditors and high quality financial reporting. Improving the quality of financial statements has been widely proposed as one of the major benefits of companies establishing audit committee (Ibadan et al, 2015).

Basically the Boards of Directors and their committees rely on management to run the daily operations of the business. Hence the Board's role is better described as oversight or monitoring, rather than execution. In the same vein, the audit committee which is more or less an organ of the board has the responsibilities that include:

i. Overseeing the financial reporting and disclosure process.

ii. Monitoring choice of accounting policies and principles.

iii. Overseeing hiring, performance and independence of the external auditors.

iv. Oversight of regulatory compliance, ethics, and whistle blower hotlines.

v. Monitoring the internal control process.

vi. Overseeing the performance of the internal audit function.

vii. Discussing risk management policies and practices with management (Wikipedia 2011).

According to CAMA 1990, the audit committee is a committee of shareholders and non-executive directors charged with the responsibility of liaising between the external auditors and the Board of Directors on one hand, and between management and the external auditors on the other hand. Audit committees are the most important recent development in the corporate governance structure and are expected to contribute significantly in this respect. Shamusdden (2003) in Modum, et al (2013) opines that members of the committee should possess qualities such as integrity, dedication, and a thorough understanding of the business of the company.

2.1.2 Audit Committee Attributes

2.1.3 Audit Committee Size

The size of audit committee is referred to as the number of directors and shareholders appointed to be members in the audit committee, in this regard there could be small, medium and large audit committees. In Nigeria, the Companies and Allied Matters Act, 1990 states that a public limited liability company should have an audit committee (maximum of six members of equal representation of three members each representing the management/ directors and shareholders) in place.

2.1.4 Audit Committee Independence

It is generally believed that an independent audit committee provides effective monitoring of the financial discretion of management and in ensuring the credibility of the financial statements. An audit committee is a sub-committee of the board that specialises in, and is responsible for, ensuring the accuracy and reliability of the financial statements provided by management. Indeed, much of the blame and criticism for accounting irregularities is aimed at audit committees for not fulfilling their financial reporting oversight duties due to independence issues (Pergola, 2005 in Kuang, 2007).

2.1.5 Audit Committee Expertise

Regulators from various countries realise the importance of financial expertise for improving the audit committee's effectiveness. They believe that the relevant experience or technical knowledge is crucial for effective accounting oversight (Kalbers & Fogarty, 1993 in Kuang, 2007).

Similarly, the audit committee of listed companies in Nigeria are required to have at least one member with an accounting or financial background. Despite these, regulatory requirements, there is lack of sufficient empirical support for an association between financial expertise and earnings management. Most of the global financial regulations mandate that at least one member of the audit committee should be a financial expert. And also, the provision of Companies and Allied Matters Act (CAMA) Section 359 (3) and (4) required that at least one board member of the audit committee should be financially literate.

2.1.6 Audit Committee Meetings

The frequency at which the audit committee meets is essential in order to effectively perform its oversight function and monitor management's performance. This supports the finding of Collier and Gregory (1999) as cited in Hussaini, (2014) who studied audit committee activity and agency cost in UK. They documented that the frequency of audit meetings is assumed to increase the effectiveness of monitoring. This indicates that the more often an audit committee meets the more likely it is to have fewer financial issues.

2.2 Earnings Management

There is no consensus on the concept of earnings management. This is because different scholars define earnings management in different perspectives. To begin with, Schipper (1989) defined earnings management as "a purposeful intervention in the external financial reporting process with extent of obtaining some private gain". Roman (2009) opined that "earnings management occurs when management has the opportunity to make accounting decisions that change reported income and exploit those opportunities". Additionally, Healy and Wahlen (1999) indicated that "earnings management occurs when managers use judgment in financial reporting and in structuring transaction to alter financial report either to mislead some stakeholders about the underlying economic performance of the company or influence contractual outcomes that depend on reported accounting numbers".

Earnings management is defined as the alteration of firms' reported economic performance by insiders to either mislead some stakeholders or to influence contractual outcomes (Leuz, et al 2003). Earnings management is the use of accounting techniques to produce financial reports that may paint an overly positive picture of a company's business activities and financial position. Scott, 2006 in Purwanti and Kurniawa, (2013) defines earnings management as follows: "Given that managers can choose from a set of accounting policies (for example, GAAP), it is natural to expect that they will choose policies so as to maximize their own utility and / or the market value of the firm ". From the definition of earnings management is the selection of accounting policies by the manager of the existing accounting standards and are naturally able to maximize their utility and or the market value of the company.

Rahman, et al, 2013 define earnings management as reasonable and legal management decision making and reporting intended to achieve stable and predictable financial results. A large number of companies are using earnings management either to maintain steady earnings growth or to avoid reporting red link. In other words, earnings management is a strategy used by the management of a company to deliberately manipulate the company earnings so that the figures match a predetermined target.

2.2.1 Discretionary Accruals

Discretionary accrual is a non-obligatory expense (such as an anticipated bonus for management) that is yet to be realised but is recorded in the books. The accruals component managers can choose within the flexibility of accounting regulations in adjusting a firm's cash flows is the discretionary accruals. The result of pulling` discretionary accruals amounts from the total accruals amount (which is made up of non-discretionary accruals (normal accrual) and discretionary accrual (abnormal accrual)) is a metric that reflects accruals that are due to management's choices alone; in other words, there appears to be no business reason for these accruals. So, discretionary accruals are a better proxy for earnings management. Dechow et al. (1995) tested several models in order to partition total accruals into non-discretionary and discretional components. They concluded that Modified Jones Model provided the most powerful test of earnings management. Therefore, the study concludes that the Modified Jones Model is the most effective in measuring discretionary accruals that mostly reflect earnings management.

$$DACt = TAit/At\text{-}1 - [a1(1/At - 1) + a2\ [(\Delta GE - \Delta NL) / At - 1] + a3\ (PPEt / At - 1)] + eit$$

Where:

DACt= Discretionary accrual at time t

Total Accruals (TAit) = PBTEit - CFOit

PBTEit=Profit before taxation and extraordinary activities of bank i at time t

CFOit = Cash flows from operation of bank i at time t.

At-1 = Total asset of bank i at time t-1

ΔGEt-1= Gross earning in year t less gross earnings in year t-1

ΔNLt-1 = Net loan in year t less net loan in yet t-1

PPEt = Property plant and equipment of bank i at time t-1

a1, a2, and a3 = Firms specific parameters

eit = error term (discretionary accruals) for sample firm i for year t.

2.2.2 Techniques of Earnings Management

Opportunity for earnings management practices arises due to: flexibility permitted by the Generally Accepted Accounting Principle (GAAP).According to Largay, 2002; Okoye & Alao, 2008, they include:

i. Flexibility in regulation- Generally the regulation, particularly the accounting regulation permits flexibility in choosing a policy to follow; the International Accounting Standards let the financial management to choose between valuation of the non-current assets at depreciated historical value or at revaluated value. The management may decide the change of the policies, and these shifts are difficult to be identified a few years later (Schipper, 1989).

ii. Lack of regulation- In most countries accounting regulation is limited in some areas, for example in Nigeria there is standards yet for recognition and measurement of financial instruments.

iii. Management can use their discretionary position in order to obtain the financial position and stability they assumed; for example, the managers decide to increase or reduce provisions for bad debts in the year where high or low profit is made.

iv. The timing of some transactions offers to the management the opportunity to increase the revenues when the operating profit is not satisfactory and to create the desired impression in the accounts. The existing stocks in company's patrimony that have a significant higher value compared to the historical value may be sold only when the operating profit is not satisfactory.

v. The artificial transactions are often used in order to manipulate the financial position amounts or to move the profits between accounting periods. These transactions are realized by entering in a controlled transaction with two or three parties, one of them, most of the times, a bank. Such arrangements consists in selling of an asset at a higher/lower rate than in an uncontrolled transaction, and then leasing it back for the rest of it useful period, compensating through the rentals the price difference.

vi. Reclassification and presentations of financials are relatively less analyzed in accounting literature. However, in reality the companies often proceed to make up the amounts in order to obtain good level of profitability, liquidity or leverage ratios. Most of the times, the numbers are smoothly modified in order to improve the investors' perception.

2.2.4 Consequences of Earnings Management

The practice of earnings management has the power to distort the underlying financial

Table 2.2.3 Major Scandals of the twenty-first century

SN	Company	Year	Auditor	Descriptions
1	Enron	2001	Arthur Anderson	Involved in special purpose entities transactions
2	Global crossing	2002	Arthur Anderson	Overstated revenue and earnings above net work capacity swaps.
3	WorldCom	2002	Arthur Anderson	Covering and recording of improper expenses, overstated cash flows.
4	Tyco	2002	Price Water House Coopers	Conglomerate with questionable practices on accounting for actions and other issues.
5	Adelphia	2002	Deloitte and Touché	Overstated earnings
6	Imodone	2002	KPMG	Insider trading
7	Health-South	2003	Ernst and Young	Overstated earnings and assets
8	Fannie Mae	2004	KPMG	$9 billion restatement from derivative accounting valuations and extent payouts to ousted executive.
9	Krispy Krene	2005	Price Water House Coopers	Egregious accounting to inflate earnings
10	Anglo Irish Bank	2008	Ernst & Young	Hidden loan controversy
11	Satyam Computer Services	2009	Price Water House Coopers	Falsified accounts
12	Lehman	2010	Ernst & Young	Failure to disclose report

Source: Giroux, (2006) Earnings magic and the unbalance sheet: The search for financial reality, New Jersey, John Wiley and son Inc. and Wikipedia (2011).

performance of a firm, making more difficult for an investor or financial analyst to assess the performance of the firm and to compare between different companies. Earnings management practices underlie most corporate frauds and accounting scandals.

It may be difficult or completely impossible for individual stakeholders to notice the effect of accounting manipulations because of inefficient personal skill, indifference or unwillingness to engage in detailed analysis. Even analysts' perception of Creative Accounting devices is somewhat deficient (Breton & Taffler, 1995). They argued that even the sophisticated users can misinterpret or even ignore such clear signals. Therefore, Dechow & Skinner (2000) argued that even if financial statements provide sufficient information to permit users to adjust for Creative Accounting, there would still be cause for concern over the value of the information content. This is because of the possibility that certain investors rely completely in earnings numbers reported in the face of the income statement and their ability to process more sophisticated information is limited. Due to Creative Accounting, Schiff (1993) has warned the investors who take a company's financial statements at face value can be 'a recipe for disaster'.

2.3 Theoretical Framework

2.3.1 Agency Theory

This study has adopted agency theory to explain the relationship between audit committee characteristics and earnings management of deposit money banks in Nigeria. Agency theory originated from the work of Berle and Means (1932). They explored the concept of agency and the applications toward the development of large corporations. They found out how the interest of the directors and managers differ from the owners of the firm, thereby using the concepts of agency-principal to explain the genesis of those conflicts.

Jensen and Meckling (1976), further develop agency theory as a formal concept. They also formed a school of thought arguing that corporations are structured to minimize the costs of getting agents (agency costs) to follow the direction and interests of the principals. The theory essentially acknowledges that different parties involved in a given situation with same given goal will have different motivations, and these differences can manifest in divergent ways. This means that there will always be partial goal conflict among parties, because efficiency is inseparable from effectiveness, and thus information will always be somewhat asymmetric between principal and agent. Agency theory is therefore concerned with contractual relationship between two or more persons called the agent(s) to perform some services on behalf of the principal. Both the agents and the principal are presumed to have entered into mutual agreement or contract motivated solely by self-interest. The principal delegates decision making responsibility to agent. Considering earnings management practice, agency theory explains clearly the existence of the incentive for management to use earnings management. Therefore, Salah (2010) as cited in Hussaini (2014) suggests that, management could use earnings to mislead shareholders by showing a different image of the company's earnings. For the purpose of this research, agency theory is adopted. This is due to the fact that it elucidates the relationship between the agents (management) and the principal (shareholders). In the same vein, audit committee, apart from serving as monetary measures, equally represents the shareholders who are the principal since their composition constitutes equal number of shareholders and directors. The directors therefore are acting on behalf of the shareholders. While the other aspect of the agency theory are the management (agents) who are responsible for the preparation and fair presentation of financial statements in accordance with Nigerian Statement of Accounting Standard (SAS), they also assumed to make sure that the financial statements are free from material misstatement, whether due to fraud or error. This at the tail end is subject to confirmation, review and verification by the audit committee in order to make sure that the accounting policies are in line with the legal requirements and ethical practices. Therefore agency theory is found to be relevant because it explains the audit committee which functions as a monitoring mechanism to reduce agency cost.

2.4 Review of Empirical Studies

Audit committee plays an important role in monitoring management to protect shareholders interest. The code of best governance practice in Nigeria requires that the committee should be largely independent, highly competent and possess high level of integrity. It is responsible for the review of the integrity of financial reporting and oversees the independence and objectivity of the external auditors. Audit committee vis-a-vis earnings management has been explored in prior literature using various constructs of audit committee effectiveness such as size of the board, audit independence, financial expertise of committee members, audit committee meeting etc.

Hussaini, (2014) investigated the relationship between Audit Committee characteristics and earnings management of listed food and beverages Firms in Nigeria. The study covered the period of six years from 2007 to 2012. Data for the study were extracted from the Firms' annual reports and accounts. Multiple regressions were employed to run the data of the study using Random Model. The results from the analysis revealed significant association between audit committee characteristics and earnings management of the Firms.

Allam et al, (2013) investigates the impact of audit committees' characteristics on improved accounting conservatism and earnings management practices for a sample of 50 Jordanian industrial corporations listed in Amman Stock Exchange (ASE) during the period of 2004-2009. By using Pooled Data Regression the study found the audit committee characteristics examined are not significantly related to accounting conservatism with the exception of financial experience of audit committee which was found to have a positive relationship to conservatism. Temple, et al 2016 examined the influence of audit committee characteristics on quality of financial reporting in listed Nigerian banks. The outcomes of the study depicted that audit committee "independence has no significant effect on earnings management in quoted Nigerian banks. Piyawibon, (2015) studied Audit quality effectiveness of board audit committee and earning quality.

Using four (4) industrial groups in stock exchange of Thailand between 2009 to 2013.The results show that the auditor firm size has a negative correlation with discretionary accruals. Gaio and Raposo, (2014) carried out a study on corporate governance and earnings quality: International evidence he suggested a substitute relationship between corporate governance and earning quality. Amar, (2014) investigated the effect of independence audit committee on earnings management .The case in French .Using a sample consisting of 279 firms observations concerning the year ranging from 2002 to 2005, the results of this study shows that the audit committee independence is linked to earnings management. Badolato, et al, (2013) assessed the audit committee financial expertise and earnings management: The role of status. The results shows that audit committee with both financial expertise and high relative status are more effective at deterring earnings management.

Ioualalen, et al, (2015) examined the impact of audit committee characteristics on earnings management: A Canadian case study, using a sample of 10 companies for five years (1999 – 2003) results showed that activism and the financial expertise of audit committee members are negatively related to aggressive earnings management. Godouei, et al, (2015) examined the relationship between the audit committee and earnings quality of listed companies on the Stock Exchange in Tehran. The result showed that the activity (number of audit) with the quality of earnings does not have significant relationship. There is significant relationship between expertise with quality.

Babatolu, A.B, Aigienohuwa, O.O and Uniamikogbo.E. (2016) the objective of their study was to examine the effect of auditor's independence on audit quality of selected deposit money banks in Nigeria. The population of this study comprised of twenty (20) listed Deposit money banks in Nigeria. Purposive sampling technique was used to select sample size of seven (7) banks. The study revealed that there is a positive relationship between audit fee, audit firm rotation and audit quality. There exist negative relationship between audit firm tenure and audit quality.

Temple. M, Ofurun. C.O & Egbe. S (2016) the research was carried out to statistically examine the influence of audit committee characteristics on quality of financial reporting in listed Nigerian banks. The study used documentary records gotten from the financial statements of fifteen twelve-monthly reports and accounts of the banks whose stocks are traded in the Nigerian Stock Exchange as at December 31, 2014.The outcomes of the study depicted that audit committee "independence has no significant effect on earnings management in quoted Nigerian bank.

2.5 Summary of Literature

The study reviewed literatures in three aspects namely: the conceptual framework, theoretical framework and empirical studies.

Under the conceptual framework the study considered, the concept of audit committee, the concept of earnings management, discretionary accruals, audit committee characteristics, techniques of earnings management, major 21st century scandals and consequences of earnings management.

Agency theory was adopted under the theoretical framework to explain the relationship between audit committee characteristics and earnings management. Previous studies of other researchers where reviewed, having reviewed the works of this researchers, we discovered that as at the period of this research, there is yet a study that cover the effect of audit committee characteristics on earnings management of listed deposit money banks up to 2015, covering four characteristics of the audit committee namely audit committee size, independence, financial expertise and meetings of deposit money banks in Nigeria, most studies used audit committee size, independence and financial expertise. This study is set out to cover these gaps that exist in literature.

3. Methodology

This study is based on the Ex-Post Facto research design. According to Harwell (2011), Ex-Post Facto research design is directly and specifically related to descriptive, diagnostics and hypotheses-testing research studies. Attempt to maximize objectivity, reliability, and general ability of findings, and are typically interested in prediction. The population of the study is made up of fifteen deposit money banks-DBMs licensed and quoted on Nigerian Stock Exchange-NSE. The study will cover the period of six years, that is, 2010 to 2015.

Research of an empirical nature would usually require information from secondary source. Secondary source of data – This involves the collection of already existing data. This study relied mainly on secondary data. The secondary source of data used in this study was obtained from the financial statements of the various deposits banks listed on the Nigerian stock exchange. The technique used in analysing the formulated hypotheses for this study is the multiple regression technique, with the aid of SPSS (Statistical Package for Social Sciences) version-21.In determining the sample size of the study, the researcher employed the purposive sampling technique in determining the sample size. Our decision was based on the availability of information necessary for the study. A total of 10 deposit money banks-DMBs quoted on the floor of the Nigerian Stock Exchange were selected. The banks are as follows:

Table 3.3.1 List of Companies

S/N	Sector	Name of Company/Banks
1	Financial	Acess bank
2	"	Diamond bank
3	"	FCMB
4	"	Guaranty Trust Bank
5	"	Skye Bank
6	"	Stanbic IBTC
7	"	Sterling Bank
8	"	UBA
9	"	Union Bank
10	"	Zenith Bank

Source: The Nigerian Stock Exchange (http://www.nse.com.ng)

3.1 Description of Variables

Audit committee characteristics variables are:

1.Audit Committee Size (ACS): The size of audit committee is referred/ measured as the number of directors and shareholders appointed to be members in the audit committee.

2.Audit Committee Independence (ACI): These are the proportion of Independent and non-executive directors in the audit committee to total number of audit committee members.

3.Audit Committee Financial Expertise (ACFEP): The proportion of audit committee members with financial expertise (financial knowledge) in the audit committee to total number of the audit committee members.

4. Audit Committee Meetings (ACMET): The number of meetings held by the audit committee during the year.

5. Earnings Management (Dis. Accrual): this was used as the dependent variable or explained variable in order to ascertain the effect of audit committee characteristics. Modified Jones' model was adopted or used to determine discretionary accrual; see literature review for more details.

$DACit = TAit/At\text{-}1 – a1(1/At +\text{-} 1) + a2 [(\Delta GE - \Delta NL) / At - 1] + a3(PPEt/ At - 1)$

3.2 Model Specification

Earnings Management (DACs) = Đ (audit committee characteristics- ACI, ACS, ACFEP, ACMET

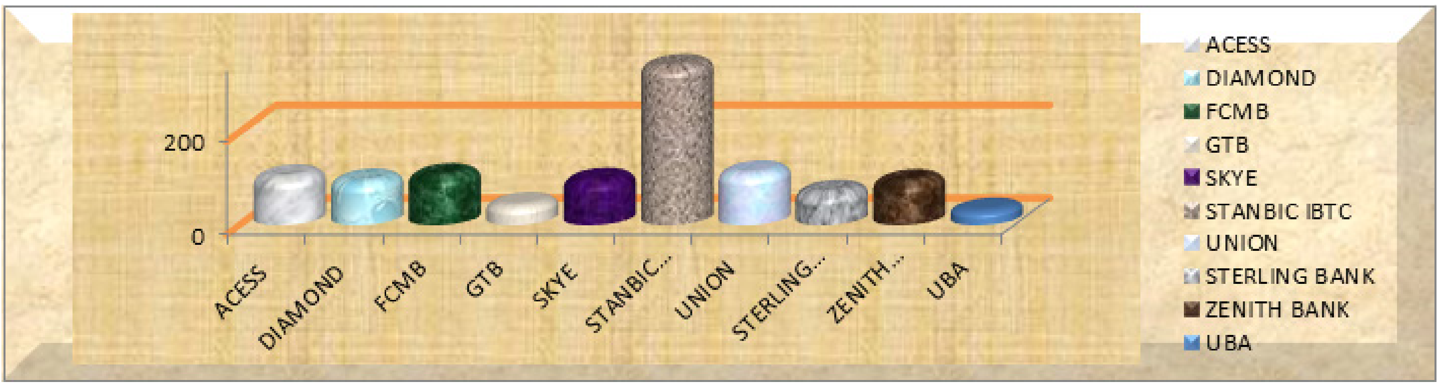
Dait+β1ACSit+β2ACIit+β3ACFEPit+β4ACMETit+Đit...... eq.2

Note: equation-1 is deterministic or mathematical model, while equation-2 is econometric or multiple linear regression models.

Where: ACS= Audit committee Size, ACI=Audit Committee Independence, ACFEP=Audit Committee financial Expertise, ACMET= Audit Committee Meeting, i= individual firm, t= time or year, Đ= error term, β= regression coefficient, a= constant / intercept term, ƒ= function

Decision rule: A null hypothesis was accepted if the p-value is equal or greater than the level of 4. Data Analysis

Figure 4.1 Simple Bar-chart showing the Discretionary Accruals of Selected Deposit Money Banks (DBMs) in Nigeria (2010-2015). significance (5%= 0.05) or otherwise reject.



Source: Researcher's design using Micro-soft Excel

4.1 Data Presentation

Figure 4.1 revealed the discretionary accruals of ten (10) deposit money banks (DMBs) in Nigeria for the period of six (6) years that is 2010 to 2015. From the simple bar-chart displayed in Figure 4.1Stanbic IBTC had the highest accumulated discretionary accruals followed by Union bank, FCMB, Access Bank, while Skye Bank and Zenith Bank almost ranked equal, GTBank and UBA had the least accumulated discretionary accruals for the period of six (6). This is corroborated by the data presented in Table 4.1, which is data relating to six years discretionary accruals of ten (10) deposit money banks (DMBs) in Nigeria.

Table 4.1: Summary of discretionary Accrual for Selected Deposit Money Banks in Nigeria for six years (2010-2015).

Banks	Discretionary Accrual (%)
ACESS	100.97
DIAMOND	92.48
FCMB	103.45
GTB	40.87
SKYE	93.99
STANBIC IBTC	339.09
UNION	109.48
STERLING BANK	68.38
ZENITH BANK	90.93
UBA	28.7

Source: Field Survey, 2015'

Table 4.2: Model summary of audit committee characteristics joint effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426	.182	.122	1.6578

Source: Researcher's computation using SPSS version-21

4.2 Analysis of Research Questions

i. What is the joint effect of audit committee sizes on earnings management of listed deposit money banks in Nigeria?

Table 4.2 shown the R-square (R2) (.182) and Adjusted R-square (Adj.R2)(.122) of audit committee characteristics effect on earnings management of listed deposit money banks in Nigeria from 2010 to 2015. The result from the analysis shows that audit committee characteristics as explanatory variables as accounted for variation or change in earnings management of deposit money banks in Nigeria under the study period covered. This shows that 87.8% variation or change in earnings management had been accounted for by stochastic or error term, that is, other variables apart from audit committee characteristics.

ii. What is the effect of audit committee size on earnings management of listed deposit money banks in Nigeria?

Table 4.3 Showing the coefficient of audit committee size effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β
1	-.130	.228	-.070

Source: Researcher's computation using SPSS version-21

Table 4.3 shown the beta weight or regression coefficient (β=¬¬¬¬ ¬¬-.070) of audit committee size effect on earnings management of listed deposit money banks in Nigeria from 2010 to 2015. The result from the analysis shown that audit committee size as an explanatory variable as accounted for the negative variation or change in earnings management of deposit money banks in Nigeria under the study period covered. This shows that -.070 or -7% negative variation or reduction in earnings management had been accounted for by one marginal change in audit committee size.

iii. What is the effect of audit committee independence on earnings management of listed deposit money banks in Nigeria?

Table 4.4: Showing the model summary of audit committee independence effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β
1	25.416	9.947	.433

Source: Researcher's computation using SPSS version-21

Table 4.4 revealed the beta weight or regression coefficient (β=.433 or 43.3%) of audit committee independence effect on earnings management of listed deposit money banks in Nigeria from 2010 to 2015. The analysis revealed that audit committee independence as a regressor has accounted for 43.3% variation or increase in earnings management of deposit money banks in Nigeria. This shows that for every one additional change in audit committee independence it will lead to 43.3% increase in earnings management.

iv. To what extent does audit committee financial expertise affect earnings management of listed deposit money banks in Nigeria?

Table 4.5: Showing the model summary of audit committee financial expertise effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β
1	.886	2.721	.040

Source: Researcher's computation using SPSS version-21

Table 4.5 shown the beta weight or regression coefficient (β=¬¬¬¬ .040) of audit committee financial expert effect on earnings management of listed deposit money banks in Nigeria from 2010 to 2015. The result from the analysis shown that audit committee financial expert as an explanatory variable as accounted for the 4% change in earnings management of deposit money banks in Nigeria under the study period covered. This shows that .040 or 4% increment in earnings management had been accounted for by one marginal change in audit committee financial expert.

v. What is the effect of audit committee meeting on earnings management of listed deposit money banks in Nigeria?

Table 4.6: Showing the model summary of audit committee meeting effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β
1	4.111	1.198	.585

Source: Researcher's computation using SPSS version-21

Table 4.6 shown the beta weight or regression coefficient (β=¬¬¬¬ .585 or 58.5%) of audit committee meeting effect on earnings management of listed deposit money banks in Nigeria from 2010 to 2015. The result from the analysis shown that audit committee meeting as an explanatory variable as accounted for the 58.5% change in earnings management of deposit money banks in Nigeria under the study period covered. This shows that 58.5% increment in earnings management had been accounted for by one marginal change in audit committee meeting.

4.7 Test of Hypotheses

i. Ho: Audit committee characteristics joint effect on earnings management of listed deposit money banks in Nigeria is not significant.

Table 4.7: Showing the multiple regression result of audit committee characteristics joint effect on earnings management of listed deposit money banks in Nigeria 2010-2015.

Model	SS	R2	Adj. R2	Mean Square	df	F	Sig	Decision
Regression	33.527	.182	.122	8.382	4	3.05	.024	Accept Ha
Residual	151.16			2.748	55			
Total	184.69				59			
P >.05 Level of significance								

Source: Researcher's computation using SPSS version-21

Table 4.7 shown the R-square (R2) (.182) and Adjusted R-square (Adj.R2)(.122) of audit committee characteristics effect on earnings management of listed deposit money banks in Nigeria from 2010 to 2015. The result from the analysis shown that audit committee characteristics as explanatory variables had significantly accounted for variation or change in earnings management of deposit money banks in Nigeria, $f(4, 59)=3.05$(Adj.R2=.122; $P < .05$). This shows that the joint effect of audit committee characteristics on earnings management is statistically significant; we therefore, accept the alternate hypothesis (Ha) and reject the null hypothesis (H0) and conclude that audit committee characteristics joint effect on earnings management of listed deposit money banks in Nigeria is statistically significant.

ii. Ho: Audit committee size effect on earnings management of listed deposit money banks in Nigeria is not significant.

Table 4.8: Showing the coefficient regression result of audit committee size effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β	Sig
1	-.130	.228	-.070	.570

Source: Researcher's computation using SPSS version-21

Table 4.8 showed that the explanatory variables had insignificant negative impact (β=-.070, p= .570) on earnings management. Therefore, we conclude that audit committee size effect on earnings management of listed deposit money banks in Nigeria is not statistically significant. We accept the null hypothesis (Ho) and reject the alternate hypothesis (Ha).

iii. Ho: Audit committee independence has no significant effect on earnings management of listed deposit money banks in Nigeria.

Table4.9: Showing the coefficient regression result of audit committee independence effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β	Sig
1	25.416	9.947	.433	.013

Source: Researcher's computation using SPSS version-21

Table 4.9 showed that the explanatory variables, that is, audit committee independence had statistical significant positive impact (β=.433, p= .013) on earnings management. Therefore, we conclude that audit committee independence effect on earnings management of listed deposit money banks in Nigeria is statistically significant. We reject the null hypothesis (Ho) and accept the alternate hypothesis (Ha). And conclude that audit committee independence had significant effect on earnings management of listed deposit money banks in Nigeria.

iv. Ho: Audit committee financial expertise does not have any significant effect on earnings management of listed deposit money banks in Nigeria.

Table 4.10: Showing the coefficient regression result of audit committee financial expertise effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β	Sig
1	.886	2.721	.040	.746

Source: Researcher's computation using SPSS version-21

Table 4.10 revealed that the explanatory variables, that is, audit committee financial expertise had insignificant positive effect (β=.040, P=.746) on earnings management. Therefore, we conclude that audit committee financial expertise effect on earnings management of listed deposit money banks in Nigeria is statistically insignificant. We accept the null hypothesis (Ho) and reject the alternate hypothesis (Ha). And conclude that audit committee financial expertise had insignificant effect on earnings management of listed deposit money banks in Nigeria.

v. Ho: Audit committee meeting does not have any significant effect on earnings management of listed deposit money banks in Nigeria.

Table 4.11: Showing the simple regression result of audit committee meeting effect on earnings management of listed deposit money banks in Nigeria 2010-2015

Model	B	Std Error	Standardized Coefficient-β	Sig
1	4.111	1.198	.585	.001

Source: Researcher's computation using SPSS version-21

Table 4.11 revealed that the explanatory variables, that is, audit committee meeting had significant positive effect (β=.585, P=.001) on earnings management. Therefore, we conclude that audit committee meeting effect on earnings management of listed deposit money banks in Nigeria is statistically significant. We reject the null hypothesis (Ho) and accept the alternate hypothesis (Ha). And conclude that audit committee meeting had significant effect on earnings management of listed deposit money banks in Nigeria.

The following summaries of findings were derived from the study as follows:

1. The joint effect of audit committee characteristics on earnings management is statistically significant.
2. Audit committee size effect on earnings management of listed deposit money banks in Nigeria is not statistically significant.
3. Audit committee independence had statistical significant positive effect (β=.433, p= .013) on earnings management.
4. Audit committee financial expertise had insignificant positive effect (β=.040, P=.746) on earnings management
5. Audit committee meeting had significant positive effect (β=.585, P=.001) on earnings management.

4.4 Discussion of Findings

The result of the analysis reviewed that audit committee characteristics has a significant relationship with earnings management of deposit money banks in Nigeria. Moreover, audit committee size had an insignificant effect on earnings management. The implication of this result is that, larger audit committees are better at reducing earnings management of deposit money banks in Nigeria.This is consistent with the findings of Fodio, et al (2014), Baxter and Cotter, (2008), Piyawibon, (2015) and Mohammed, and Aiman (2014) who reported that audit committee size has an insignificant relationship with earnings management and contrary to the study of Hussaini (2014) and Ibadin, and Afensimi, (2015) that concluded that audit committee size has a significant relationship with earnings management. It was also seen that banks tend to comply with the maximum of six members required by the law to make up the committee.

Also, the findings from the analysis showed that audit committee independence has a positive significant relationship with earnings management. This is consistent with the work of Fodio, et al, (2014) and Hussaini & Gugong, (2015). Contrary to Temple, et al, (2016). However, the study carried out on the effect of audit committee financial expertise on earnings management showed a positive insignificant relationship. This is in line with the study of Ioualalen, et al, (2015) and contrary to that of Fodio, et al, (2014), Goudouei, et al (2015) and Allam, et al, (2013). Audit committee meetings showed a positive significant relationship with earnings management, which is line with that of Mohammed, et al, (2014) and Hussaini, et al, (2015).

5. Conclusion and Recommendations

Based on summary of findings the following conclusions and recommendations were derived from the study as follows:

This study has empirically provided evidence on the relationship between audit committee characteristics proxy by audit committee size, audit committee independence, audit committee financial expertise and audit committee meetings, and earnings management of listed deposit money banks in Nigeria. Consequently, based on the findings of the study, the following conclusions are drawn. The presence of insignificant relationship between audit committee size and earnings management of listed deposit money banks in Nigeria made us conclude that audit committee members (six) being maintained or better still increased will be more effective in monitoring the activities of the management, and they are also better at maintaining the financial reporting process. Similarly, study also asserts that audit committee members with financial knowledge are better in detecting earnings management thereby reducing the likelihood of aggressive earnings management provided by managers. It is further established that audit committee independence might not guarantee that managers would not manipulate earnings.

Finally, the study concludes that, audit committees meetings four times or more will result in more effective monitoring. This is the reason why this study found positive significant relationship to earnings management of listed deposit money banks in Nigeria as some firms held up to five meetings within a particular period of time. The researcher made the following recommendations:

It is recommended that audit committee meetings should be more than four times a year, because meetings held more than four times do guarantee better monitoring. The regulators too should have a statutory position on the maximum number of audit committees meetings, as SEC code of corporate governance is silent on this.

There is the need for regulators like Security and exchange commission (SEC) to increase the minimum number of members with financial expertise in the audit committees. Instead of one member; they might also make it compulsory that the chairman of the audit committee should be a person with strong financial knowledge or a professional accountant. As audit committee financial expertise plays significant role in checkmating the financial reports provided by managers and in reducing the likelihood of earnings management.

Audit committee members should be independent of management because banks with committee that are independent of management tend to have less income smoothing in their economic disclosure. Conversely, banks with audit committee that is less independent of management gear towards producing more financial reporting that is based on targets.

The study recommends orientation and reorientation of audit committee members to guarantee significant influences on financial reporting quality. Committee members should be able to adequately comprehend the banks financial statement as this is very fundamental not just a portion of them.

CBN and NDIC should establish satisfactory penalties against banks for noncompliance as regards to disclosure necessities. These penalties should be weighty enough to act as warning for fraudulent financial disclosure.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Critical Synthesis of Community Economic Development and Social Economy Case of Nigeria, West Africa.

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Introduction

In view of the varying trend of events and global perspective to getting things done as scheduled or planned, nowadays, it is very imperative to meet the demand of Prime Sponsors (Donors) worldwide to ensure constant funding for developmental projects in Africa, it is extremely tough to come by donors' funds, and adequate funding is the bloodline of any successful project or development, the funds spent on a project must be well justified with the scope of work covered in a reasonable time to guarantee another project\fund from the same donor and to get another phase to the project (cyclical fund flow without this the project life will be terminated). Line budget is the keyword for project cost which is a major constraint that must be tackled at the early stage of a project to achieve success. Horizon to be less dependent on donors, agencies and government for grants (to be self-reliant). Although, I was thoroughly drilled by her to read more than ever before through her humble guidance through the grey areas of the course which adhere me to the course. The knowledge of CED will help me to forestall project's failure in Africa and would provide me with full insight on how to be a successful advisor to African genuine leaders and African-Scientists on developmental project execution; consequently, sustaining hitherto failed project in Africa which otherwise had been a clog on the continent's wheel of development. CED had taught me that as a community, we cannot continue to be dependent on donors for funding or on the government to develop our communities as a people. We must put our destinies in our hands! Not in the hands of Donors, Government or Capitalists. We must be able to take the bull by the horn, the earlier we know this the better equipped we can begin to take actions that will positively affect our future and that of our children. Immediate action must be channeled towards self-sustainability of our development, contrary to what we believed that an investor or donors would help in making our development happen. "A person's most useful asset is not a head full of knowledge, but a heart full of love, an ear ready to listen and a hand willing to help others" (Kotaku Wamura)

A lot of people don't exercise their right because they have lost faith in the system of capitalism and system of government, the system in which people are be-clouded with selfish interest, not for the common good of their neighbors and people have become withdrawn over time. This call for the people to develop their own economy themselves, which will cater for their needs and wants. A community cannot be built with individualism as "dog eat dog", it is very hard for privileged people to know what it is to be underprivileged. Consequently, in a way, we must find people's involvement and get people's commitment to what is happening in the community (especially on community welfare information sharing). The community needs to make use of both internal and external resources to achieve the change that they desire. CD is analyzed to be all-inclusive with the inclusion of the locals in CD planning and implementing ideas to improve their standard of living believing that they originate the idea. When Capitalism failed in the 1930s to meet the needs of the idle, marginalized, and poor people, CD was used as official policy, and as self-help by the Colonial officer on a case by case basis to meet the needs of the people. Because of CD, the people became more self- reliant, the more they became self-reliant the fewer demand they made to the government, In Nigeria, people continue to make more demand on the government and they are less self -reliant as they euphorically believed that the government and foreign investors would build the community, they want for them. In 1966, Few nations of the world that are people-centered e.g. Canada, adopted CD after the 2nd World War to resolve the problem of the poor, the marginalized, and the excluded people. Nigeria can also adopt CD principles to combat the long lingering problem of poverty and to solve the problem of poverty with hunger. Reason being that CD is a tool for resolving issues of inequality, like neglect, discrimination, poverty with other issues that bother the less privileged. CD is critically interesting if the community members could participate to geographically identify the issue that affects their community for them to collectively underpin their required needs for education, sustainability and development as such, they will be able to achieve meeting those need collectively. Attribution is made to education as a critical element of CD (AONTAS, 2000).

Irrespective of the drive for CD, marginalization, poverty, and inequality persist in the world and in Nigeria, therefore, inserting the word 'economic' between Community and Development changes the nature of how we can empower locals. The earlier our communities in Nigeria begin to realize this the better, CD creates a community based on fairness, values, impartialities, and self-esteem for every participant addressing issue that bother their collective lives. These are my reasons for appreciating CD against globalization which takes value away from the people. It teaches how individuals and community must devise ways to retain their integrity and humanity under worse possible conditions. If communities can organize themselves, identify their assets, find resources outside their boundaries and develop partnerships with anyone genuinely concerned about them, they can start on a hard, tough path to a better life for all. These in a way leads to the idea of Community Economic Development (CED). The advent of CED is action by locals to create economic opportunities that improve social conditions, particularly for those who are most disadvantaged. CED acknowledges that environmental, economic, and social problems, which are mutually inclusive problems, although, these problems are complicated and mutable. CED answers questions to unevenness of economic development as some communities, regions, and neighborhood prosper at the expense of the other. Capitalism created negative externalities, like health and environmental problems. CED is an action of the people, by the people and for the people to create economic opportunities that improve social conditions especially for the underprivileged. In the year 2000 the world bank (the bank) championed the community-based development with the inclusion of the locals' participation in decision-making, planning, and project implementation. Basically, because the poor complained to the bank about their exclusion to participate in the decision-making, planning, and project implementation of the CED's project. See illustration 1 below:

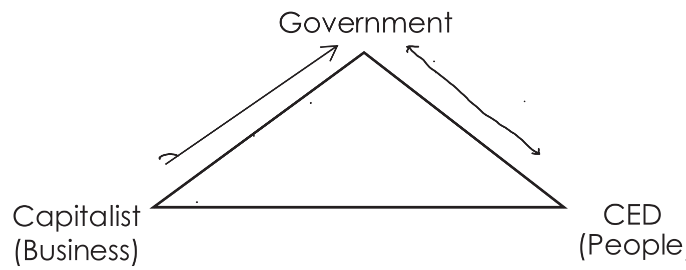

Illustration 1

In the illustration 1 above, the focus of the government is on the business (Capitalist). The government is closer to the business but far from the people, CED is close to the people and it is flat, no top-down approach like illustration 1. Therefore, the bank decided that their funds would be used for projects that promoted economic opportunities that facilitated empowerment and enhanced security.

Defining CED

- Community development (CD) is a child of a difficult time and great financial depression.
- CD was first adopted in 1948 by the British Colonial Officers to resolve people's needs during the period of great uncertainty.
- Features of CD include: holistic, involvement of the locals in the planning and implementation of organizations to peoples' living standard.
- CED efforts must concentrate on wealth and job creation but must be done so that people feel that benefits are being distributed.
- Economics deals with the allocation of scarce resources. Economics also states that 'a scarce good has many alternative uses. The efficient allocation of resources, tight budgeting,

attention to detail and a clear set of goals embodied in a workable business plan, as well as creativity, vision, calculated risk, hard work and hard thought, are as vital to the operation of a CED venture as they are to the operation of a business venture. CED is a people-focused, paying attention to the bottom line, but also encouraging communities and individuals to go beyond it.

Development

- Development implies positive change, improvement, some sort of movement in society that makes life better for all.

- All development is not sustainable, but development efforts and outcomes must be sustainable.

- According to Peter Boothroyd and H. Craig Davis, kinds of skills needed for ECD are in three categories, networking, dealing and facilitating, generating information and finding funding, diversifying markets, products, and ownership of locally controlled ventures, and encouraging community reflection on quality-of-life concerns.

Major recurring Issues that bothers economic development in Nigeria are:

- Depleted educational standard and health care system

- Infrastructures are becoming obsolete and dwindling

- Lack of electricity that will drive technology (especially the Internet)

- Bad political structures which allow the imbeciles like Abacha to continue to become the country's president and instability in the polity

- Brain drain to USA, Canada, and Europe

- In the 1981-82 recession, CED was used in Canada to stimulate the economy to generate jobs, wealth, and making relegated people to have a say on how the country was operated.

- CED is about planning, pragmatism not about theories alone, collective participation, the power to the people, people minded policies, collaboration, partnership, and creating a track record for poverty decline, maintenance of solidarity values, democracy, social responsibility, and pure autonomy. CED is about reaching towards Utopia through the creation of "fair relations among human beings and between human beings and Nature". Neamtan put it that "CED is not about helping the government in managing poverty problems." However, people going into government can adopt some of the CED principles if they are people centered in their perceptions, unfortunately, the majority that go into government in Nigeria are not people-centered but self-centered.

The Sustainable People text book defines Community to me in a new light as: - "A place where everyone knew who they were, had good relationship with their neighbors and knew their duties and responsibilities to themselves. Community offers warmth, acceptance, belonging, and an escape from alienation and loneliness". This community picture is the opposite of the community which I grew up to know, this explains why we don't do well in my community because a true community should be instituted on TRUST. My Nigeria community lack trust which is the foundation of a true community. From the word 'Community,' I can clearly see and come up with a meaning of COMMUNITY to be (where there is an existence of freedom to communicate in unity with sustainable minds and sustainable people). When there is unity there will be trust to freely express an opinion that will move our society forward for development and people will be selfless in their thinking toward each other. This is the ideal community I wish to build in my country Nigeria.

- Members of the community could be Conservative, Progressive, and be indifferent.

- Communities are formed based on geographical proximity and based on common interests.

All types of community-based development require a sustainable effort and special kind of leadership e.g., Father Greg of Antigonish Movement, leadership successor is also crucial to community-based development. All development is not sustainable. Oil, gas, and minerals, once exploited, are gone forever. But many resources can be developed on a sustainable basis if effectively managed.

CED Ventures

CED Ventures are vast in diversity which include the following: -Community Economic Development Corporations, Enterprises centers, Small business development agencies, Venture centers, Information and Technology networks, Workers Co-ops, Regional development authorities, Non-Governmental Organizations (NGO's), Business incubators Community-supported agriculture, worker-owned businesses, Credit unions, Retails Co-ops, Community investment funds, Community gardens.

My approach when adapting CED Ventures in Nigeria would be thus: -

- Involve and inform the people in the decision-making process
- Seek to generate jobs and wealth by encouraging self-reliance
- Enhance the sense of community by tapping into local resources

I will use the model of New Dawn (Sydney, NS) which was set up as not-for-profit corporation under the Companies Act in June 1976 to establish my idea of setting up CED Venture in my country. Although, there are other examples of CED Ventures in Nova Scotia e.g., HRDA Enterprises Ltd (Halifax), Rounded Wood Co-operative Products Ltd (Truro), Development Isle Madame (Richmond County), Cumberland Regional Economic Development Agency (Amherst).

- It will not rely on government fund
- Creating a sound product and a solid business plan that will factor in the human aspect.
- It will be responsible, flexible, transparent and accountable

Ten Things Nigeria CED venture will embrace for success are: -

- Not dispensing cash or loans in a traditional way
- Taking the politics out of the development process, using objective business criteria to determine the viability of proposals
- Encouraging efforts in local development built on pride, identity, quality of life and social capital
- Ensuring access to what the organization offers is open to all, not restricting to certain groups.
- Placing emphasis on community assets and strength, not problems
- Offering neutral ground, spaces, and places where people can talk about their business problems and find some ideas on how to solve them.
- Nurturing good ideas for business and local development with the right amount of money and support at the right time while everyone is moving up the learning curve
- Helping governments getting in the CED bandwagon.
- Bringing together business, social, economic, cultural, environmental and human concerns in a coherent manner
- Gaining acceptance and respect through local leadership.

How to Navigate the Government to Successfully organize CED Ventures in Nigeria.

- CED venture practitioners (CED-VPs) must seek to transcend limits and operate 'outside the box' and believe people can operate peacefully and productively without government presence in their lives.
- CED-VPs must endlessly seek new opportunities to generate job and wealth ensuring communities stabilization for smooth operation.
- CED-VPs must encourage their staff to generate ideas and take initiatives that will move the venture forward (Down to Top directives must be encouraged).
- CED-VPs must encourage skill specialization, make use of people where they can best perform.
- CED-VPs must be smarter than the capitalist, government and large bureaucracies to generate new possibilities for jobs and wealth creation from almost impossible business areas and arenas.
- CED-VPs must allow free flow of information and all-inclusive participation in the decision-making process.
- CED-VPs must be aware that it takes time for

CED Venture to find it feet in the business world; therefore, must not be discouraged; however, after, successfully spring up. They must spread themselves as a seed to other areas and other communities like a scattered seed to germinate in other areas.

- CED ventures produce an enabling environment for sustainable people and CED-VPs must encourage cooperation, competition, boundaryless, open entries,welcoming ideas from the community to create opportunities, jobs, and wealth.

- Effective CED-VPs must have these three skills; the ability to decipher messages about the world inside and outside the community, excellent management skills and knowledge of ways to encourage and motivate people individually and collectively, ability to try new approaches to job creation and wealth generation.

- CED-VPs must understand how the government works, must know how to develop mutually beneficial relationships with the governments, the politicians and bureaucratic level to achieve CED objectives and fulfill his mission.

CED-VPs and CED Ventures Financing

Cyclical fund flow for CED Venture could be a challenging task if not effectively managed and well planned, this can be approached with these itemized concepts at the back of the mind of CED-VPs: -

- Always remember that the first freedom is economic freedom (finding the money you need to do the things you want to do).

- Traditional sources of business finance are not disposed to CED ventures; therefore, it can be tough to source funds in the traditional way.

- CED ventures can be very highly risky because it is seeking out development opportunities that neither the state nor the private sector considers worthy of their attention.

- All banks become panicky when met with loan requests from untested collectively-based ventures.

- Funding agencies that attract investors by offering lower rates of interest if their funds will be channeled into community ventures must be targeted e.g. Oikos Credit in Netherlands.

- Credit unions in Canada could be another source, we have a cooperative bank in Nigeria which promote borrowing to the type of CED Ventures in agriculture.

- It can be very challenging to find a viable, long term, profitable business venture which will employ locals.

- CED-VPs must start small and continue to plow back your profit until you achieve your objectives

- CED-VPs must have a 'business mind' bigger than the public and private sector when they are looking for funds, this will give them a competitive edge crucial for survival in the business environment.

Although, to survive as CED-VPs in Nigeria require much more than what is listed above, you must be very determined and form a very determine sustainable team because of corruption and the terrible business environment where people are not always taken business seriously.I quite agree with my tutor and Sustainable People textbook that settling for external funds is not advisable, including the government's grants. Because economic freedom and financial self-sustainability is key to CED's business success.

Community Entrepreneurs

- Community entrepreneurs is a new role that has emerged in CED. It shows individuals and groups how to create better lives for themselves and more prosperous and caring communities. They seek to serve others and are interested in what they achieve, not their own ego needs.

- Community entrepreneurs mobilize resources to meet collective needs, generating consensus among individuals collectively whilst not seeking personal wealth, power and unnecessary recognition for doing all these.

- Strong moral and spiritual feelings, desire for a more open, inclusive and democratic society, these are their motivations.

- They initiate innovative and social economic processes, setting up and running locally controlled and owned ventures.

- Willingness to cooperate, competence, and sharing of their gifts to ensure the smooth running of collective ventures.

- The task in community development is not about egos but building a strong intermediating structure. CD in all its manifestations depends on skilled, enlightened leadership of Community or Social Entrepreneurs.

- CD calls for awareness of one's strength and weaknesses. Three key skills;

  - o Visionary ability to see beyond the obvious and be able to identify future movement of events

  - o Good management skill with inventive abilities

  - o Drive to motivate others\ group of people to start solving their own problems.

- The goal of mediating structures in CD is to animate, enable and stimulate people to solve their own problems, using all available resources.

- Most of the time Community entrepreneurs come from margins of society, not the centers of power, they can think outside and inside the box. All these seem very impossible, however, people that are purpose driven will achieve these with pleasure.

Learning to do Community Development

- Community development professionals must take CD training to be grounded on the job.

- Formal education in the US and Britain started in the 1960s.

- Emphasis is placed on continuous learning from people who practice, and not just teaching CD.

- Much learning in CED takes place on the job, for it is an ongoing process.

- Effective CD learning is based on the perception of how individuals relate their personal goals to those of others in communities facing rapid change and uncertainty.

- Despite best performance with untiring efforts, CD practitioners get burn out (self-motivation is key)

- Always seek an opportunity to reflect on all your CD learning and experience.

- The CD teacher serves as the main resource person in the group of formal learners responsible for quality control of the information and knowledge being acquired by learners.

- Two priorities emerge for courses in community-driven development, those tailored to the needs of policy makers and planners in development, and those directed at enhancing the ability of the grassroots leaders.

- These are the 'how' topics that grassroots leaders must learn;

  - o How to find assets in their communities

  - o The role of information in development

  - o Identify what is and is not sustainable in development

  - o The best forms of organizations to meet the needs of those they serve

  - o The nature of government and bureaucracy

  - o Problem-solving skill is key

  - o Community analysis and organization

  - o Value of traditional knowledge.

It is worthwhile to note that any meaningful development is standing on a moral, ethical and spiritual foundation with lasting human efforts.

The Moral Basis of Community Development

- At the root of all efforts in CD lies a desire to encourage democratic approaches to daily living and efforts at sustaining individuals in their quest for a better life.

- Greed, fraud, corruption, fear and naked egotism ran rampant through the private sector and the corridors of state power.

- CD is a response to system failure and explicit condemnation of traditional ways of doing things.

- CD is about mutuality and reciprocity in human relationships, based on sharing freely the gifts that people possess. Ethical behavior lies at the root of all meaningful and lasting human interactions.

- Ethics are the norms that a community defines and institutionalizes to prevent individuals from pursuing self-interest at the expense of others.

- Ethics concerns the choices that people make and the consequences of these choices.

- Ethics has two aspects, normative and applied.

- Ethics are not a fixed set of rules and regulations to be applied to any and every situation, they have consequences of actions and personal responsibility.

- Individuals and communities must have credibility, otherwise, they will soon falter and fade.

- The central concerns of any institution revolve around power and money, how to get more of them and how to use them. CD does recognize what money and power can achieve for the benefit of the people if effectively managed, they can be used to meet the needs of the people through self-help, mutual aid, and cooperation.

- The foundation of the moral basis of CD is that all humans have real worth.

Leaders and practitioners must preach and practice ethics and morality. Let me use Nigeria CED leadership example, Chief Obafemi Awolowo was morally upright and he used some of the CED principles e.g. self-help in the western part of Nigeria (now called south west), although, he was a Politian, he used the Israeli Kibbutz system of agricultural collective, he started with organization of farmers' co-operatives movement, Agriculture for him was (tapping into local resources) to create wealth and job for the locals . He was able to successfully organize farmers into functional cooperative movements, especially around the coffee, palm oil, kola nuts, rubber, timber and cocoa farmers' marketing cooperatives (Dutch disease took all these produces away after the discovery of crude oil in Nigeria in the 1970s). Which leads to the establishment of cooperative banks in the region, the bank was predisposed to lending to the farmers at a lower rate than the traditional banks and later develop the Ewekoro Cement Factory for his people to be able to buy cement cheaply to enable them to build warehouse for their produces and to be able to build cheap homes and to do away with mud homes which were not befitting then, he built Cocoa House (First Skyscraper in Tropical Africa see figure 1. below), when he noticed that government officials were stealing money through exorbitant hotel claims, he built big hotels, he then establish Odu'a Investment Company Ltd. (Odua group of companies) which take over other establishments like building of secondary schools and primary schools which was free for the locals, this is the reason why western Nigeria is the foremost in education till date, he made us realize the value of education. Establishment of these corporations boosted the socioeconomic fortune of the Western Region significantly. Chief Obafemi Awolowo was the backbone of our success story in the western region. Power was not an end in itself to him; he used his governance position as a responsibility to empower his community and his people. Awolowo's transformational leadership demonstrably transformed the Southwest into an infrastructural paradise that resonated even till now. It is just unfortunate that Awolowo's followers failed woefully to carry on with his legacy and vision for his people.

Figure 1. First Skyscraper in Tropical Africa

Source: medium.com/@EnrouteNigeria

The building formerly called "Ile Awon Agbe" (i.e. "Farmers' House") also called Cocoa House. In the 1960s, this was the tallest building in Africa. (proceeds from commodities such as Cocoa, Rubber, Timber, and so on were used to build it). (Impressive what can happen when a process is engaged.)

Community education has been created to be the most dynamic process for generating knowledge by action and reflection. CED was fashioned through folks who wanted one of a kind method for taking their rightful place on the earth. Literacy initiatives are also key for the Community development. (CED is certain to erase gross poverty) CED is not a rationale for maintenance of the status quo but a tool for changing the economic situation of our community.CED was birth because the state had failed, people no longer believed in the state for their well-being. Therefore, CED is about people looking after each other sharing with each other; everybody in CED should be involved in the production of goods and services. CED create the connection between the economy and the society of people, it is about value creation\sustainability and building a heathy economy with a human face for the people. CED is hard-work not for the laid back! CED is an ideal economy cycle because the producers are also the consumers and it is called the "Economy of Inclusiveness." Sara Wray Enn, (2018).

CED is about people, human beings, with dreams, aspirations, and desires who want a better life for themselves and others but need direction in achieving it. CED seeks to encourage the creation of 'sustainable people' people who can live a good life, however, they define it, in their own communities or anywhere in the world. People who can learn how to adopt, change, develop skills, and acquire knowledge and experience so that they can earn their own living, rather than being dependent on others, and in doing so, they can contribute more to the collective good.

Reflections and Conclusion:

Capitalism economy creates gaps, needs, holes but CED fills the gaps\holes and meets the needs of the people. CED is being envisaged to be a system that will be a viable alternative to capitalism as time goes on, as more people realize the difference between the two systems. CED is a community-based approach which is more equitable and more democratic in its approach to meet the needs of the people. Outstandingly, CED principles are not about replacing capitalism with CED. Application of CED study in Nigeria and African communities would be tiny light during big darkness which could be the way forward for Nigeria and African people to be less dependent on government and capitalism. Everyone should be encouraged to contribute to building a better world and a better economy that serves the people, not the economy that the people serve. The Community must get control back from capitalism and globalization; therefore, it will be wise to mobilize, identify, and connect the asset that exists in the community for us to be a partaker in our community building. Rosabeth Moss Kanter, the Harvard academic, said, "when we do change people, they experience it as violence, but when people do change themselves, they experience it as liberation." We should change to imbibe the ideology of CED.

My mission will be to first scale-up many agricultural researches of IITA that had ended up on the shelves, to start rural co-operatives development, to mitigate the devastation caused by lack of enough funding to economic development programs by developing community businesses through community cooperatives and to disabuse the mind of the youths from corruptions, fast businesses, fraud, and joblessness; for these are anti-development agents. I am willing to make an improved contribution in eliminating pains, bringing hope to the African youths and to also contribute my quota to the frontier of knowledge in the field of CED and Social Economy Development Studies, considering my empathy for our scientists, youths who are mostly women and people who are suffering excruciating pains from the scourge of poverty and joblessness. To be able to get the Nigerian elites' buy-in (those who have same belief with me) to draw the roadmap that will enhance community development projects in Nigeria as this should be a new area of focus for the country to boost social well-being and to improve the quality of life for an average citizen. To be able to advise the policymakers on the adverse effect of developmental policies summersault on the economy. In view of my above mission and purpose, I felt very strongly that the Community Economic Development (CED) is a great one for me to be able to be well equipped with my future community development planning\strategy and to network with like minds.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Historical Development of Employee Involvement in Decision Making

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Introduction

The survival of organizations tends to be dependent on maximizing the profits from the existing capabilities while adjusting and realizing the fact that what may work today may not necessarily work in the future. As a way to help maintain the profitability of companies, it is necessary for leaders to consider involving employees. The study aims to examine how employee involvement in decision-making is effective as it predicts goals achievement. In this section, it will describe the different research studies on this topic including the historical development of the topic, contemporary perspectives, the historical development of the theory, the significance of the study and implication for practice, and the direction for future research.

Over the recent years, employers have come to realize the significance of employee involvement. Employee involvement does involve creating an environment where people have an impact on decisions and the actions that affect their jobs. The non-involvement of employees in decision-making means that the vital input of employees is not considered when decisions are being made. Employee involvement is believed to lead to an increase in productivity and the achievement of goals and considering today's competition, eliciting employee's commitment towards the achievement of the goals is necessary.

The textile mills were the first factories in the US, replacing the home based production processes during the late 1700s to mid-1800s (Parks, 1995). Through the help of the railroads in opening the mass markets, the factory system did spread to almost every industry and it became the dominant method of production by the 1800s. After the transformation, there were significant changes that happened in the organization of work. As the centralized factory system started dominating, the craftsmen did trade independence for the access to capital necessary in competing with the larger manufacturing organizations. Rather than controlling its work efforts, labor had to comply with the work structures and rules that others determined. A major question during the time was how to structure the practices and organizations to increase productivity among the employees whose interests different from those of employers (Parks, 1995).

The attitude towards labor then changed, and there was the view that labor was insolent, lazy, and ignorant. There was also the belief that the relations between firms and labor would always be conflict and be adversarial. The alternative to this idea was having more Jeffersonian that held that the workers would willingly and proudly cooperate in the economic progress provided they were given an adequate stake in the survival of the firm and had satisfactory living and the working conditions. That approach did encourage cooperative solutions to solving conflicts and also promoting commitment, harmony, and loyalty. In the business environment, there has been a diversity of the American experience. To attract labor and also offer social control in the geographically isolated locations, factories build around the communities designed for the workers. As at 1915, many large firms had created special departments for the welfare work (Parks, 1995). The departments included individuals trained in psychology and sociology and they tried building employee morale and also helping to resolve grievances. Some of the businesses that were established in the mid-1800s in Philadelphia such as John Wanamaker's department store, the Brown Instrument Co, and John B Stetson Hat Co did operate extensive programs to minister to the employees (Parks, 1995). During the period, some of the firms that were using the alternative methods did not fare any better than the other firms when fighting for their survival.

While the management continued experimenting with various practices, the dominant approach was more traditional, and the new approach emphasized on science and rationality. To offer fairness to firms and workers, Taylor did apply elements of science to determine the standards for piece work and job definitions (Parks, 1995); however, fear of unemployment did allow the efficiency effort in most instances to overwhelm the standards of decency. As a means of improving efficiency, jobs were designed to provide the staff with little or no discretion in their movement, and there were not expected to use their judgment or intellectual in performing work. The management did provide very little consideration to the idea that the efficient use of labor would involve dimensions other than the job process. Conflict did increase because there was mediation by the New Deal legislation that did serve as the basis for collective bargaining (Parks, 1995). For the last twenty years, collaboration has been emphasized, and some people claim that we tend to have come full circle in different stages of labor relations.

To be able to understand the evolution of business in the recent years, it is vital to differentiate between the technical and social division of labor. The technical division does refer to how work is fragmented and subdivided to limited operations that are operated by separate workers. Based on the description of a pin making factory by Adam Smith, it does shed some light on the traditional aspect of specialization as a key source of productivity. The simplification of a particular operation and repeated on a short cycle was meant to increase the dexterity of workers on a certain task. Frederick Taylor is normally considered as the person who developed the idea as an approach that was properly adapted to the industrial production of standardized goods (Tomlison et al., 1998). In the past years, the tendency has focused on decreasing the technical division of labor and providing the employees with a wider scope of activities.

In the last ten years, there has been a trend of reducing the number of job classifications, making work groups and teams responsible for the extent of horizontal coordination, and fostering internal mobility and job rotation. Previously, workers used to be assigned jobs individually and usually for a long period on jobs made up of well-specified jobs; however, the ongoing trend tends to be making the employees be more versatile and work in organizations to be more flexible (Tomlison et al.,.1998). When considering the social division of labor, it is a feature of the employment relation. With this feature, it has focused on reducing direct supervision which was a key element in the traditional hierarchical structure. As things are changing, organizations are now doing more than just changing the supervision style, but there is also an evolution from individual to work groups and the sphere of regulation where employees tend to manage their contribution to organizations.

The reforms that have been happening tend to be accepted by the workers, and as a result, there tends to be an ongoing research that aims to establish the extent to which employee involvement does contribute to the workplace productivity (Tomlison et al.,.1998). It is clear that success of the organization does not just depend on the know-how and skills, but also involves the shared will of using them. Employees are an important element in the accomplishment of organizational goals and the survival of the organization. It is an idea that is based on the fact that the employees are operators and they tend to be at a better position of knowing the problems that they encounter when doing a certain task and how they can best resolve the issue. The main problem that exists is that while involvement though obtained, it is not understood and also its benefits. Some managers tend to feel that the process of decision-making is their sole purpose and as a result, it must be protected. Another reason is that the top management sometimes like remaining aloof from the employees to build an all-important environment around themselves.

Employee involvement is normally considered as a way of empowering employees to participate in decision-making and improvement of activities appropriate to their levels in the company. Organizations should realize that at the end of the day, there is only one thing that stands to differentiate them from other organizations, which are the people. It is not the service establishment, product, process, or the secret ingredient, but the people. The Japanese have always realized this, and it is the main reason for their success in the global market. The Japan companies normally place great value on the integration of people with the organizational processes, equipment, and objectives.

While the concept of employee involvement has not been properly obtained in the organization, it tends to be a long-term commitment and a new way of doing business and also a fundamental change in the culture. Those employees who have been involved, empowered, and recognized for their achievement tend to see their jobs and their firms from a different perspective. Such employees normally feel like they own the company and also have a feeling of being personally responsible for the company's performance. According to Zoghi and Mohr (2011), the most appropriate way for obtaining a genuine commitment from people is through involving them in the project from the start.

Those organizations that are operating considering the involvement of their employees tend to have evolved beyond merely telling employees what is going on, but also actively seeking their contribution in the decision-making process. There is just a minority of organizations in the industry that truly operate with the involvement of its employees; however, organizations need to moves towards a different direction where they involve employees in the process of making decisions.

The new technological changes, competition, cultural changes, and the demographic changes in the last decades have necessitated higher qualifications, skills, and flexibility from employees. Traditionally workers did not have any say or indirect say on the issues concerning their job environment. Thus, in an effort of boosting organizational efficiency, the issue of employee involvement is becoming an area of concern and great interest. The cultural effect that is being sought is the sense of ownership of the company among its employees (Zoghi & Mohr 2011). The change does have a remarkable effect on the commitment of employees to the organization and the type of activities that they undertake. Some companies are involving employees in the decision-making process, and managements are also asking employees to join the employee involvement programs to help improve the quality of their work lives. It is necessary that organizations should realize that the days for destructive adversarial labor management relations are over and the ruthless competitive economic world requires that the management and workers should corporate so that both can survive. Employee involvement is all about developing an enabling environment where individuals have an impact on the decisions and actions that influence their job.

Contemporary Perspectives

Employee involvement matters to both the employees and the organization as a whole. According to McCuiston and DeLucenay (2010), the failing global economy tends to have created a huge shift in the way the businesses occur. A company that is bound by regulations and rules from the union perspective may either break or make an organization because employees may use contract agreement provisions to impede attainment of the organizational objectives and goals. The capability of the management to leverage the employee involvement strategies is vital to an organization. Employee involvement has emerged as being one of the greatest challenges in today's workplace. It is an issue of concern in the past and is still an area of concern today.

Decision rights normally allow for greater involvement of employees in deciding the issues that affect their work. In this case, the employees tend to have a say in the right key performance indicators and also establish the critical success factors that concern their job responsibilities. According to Armstrong (2006), employees are usually likely to exceed or meet the performance goals when they are empowered with the authority of making decisions and also solving problems that are related to the results they are accountable. The contributions of employees are a starting point in enumerating results for which employees are accountable. Michelle and Lori (2007) stated that essential decisions in the organization do affect the decision-maker and also the other members of the organization. Therefore, through allocating decision rights, it can help to resolve the problem of externalities, which may have an impact on other stakeholders when essential decisions regarding them are made without their involvement. When the interests of employees and the management become more aligned, the delegation of decision-making tends to motivate employees to improve their performance even without causing major disruptions to the process of decision-making.

According to Michelle and Lori (2007), they observed that the employee involvement in decision-making does refer to participative decision-making that concerns shared decision-making in the work area. Decision-making needs to be a joint process between subordinates and managers. Julliette and Jeff (2005) purport that the employee involved in the process of decision-making may be realized through delegation where the subordinates will gain greater freedom and control of choice concerning bridging the gap in communication between the employees and the management. When an organization allows for employee involvement in decision-making, it tends to be an employee's chance of participating in the strategic planning activities of the organization. In support of this claim, Julliette and Jeff (2005) argued that the future direction of the organization is determined by the employer when he promotes employee involvement in deciding the course of action that should be taken so that to achieve already established goals.

Employee involvement in decision-making allows for decentralization of decisions. Li et al. (2006) does advocate for the full involvement of employees in decision-making because the frontline employees are those individuals who are closest to clients and also knowledgeable about the needs of the market and any dissatisfactions. Li et al. (2006) advocate for employee involvement claiming that it significantly helps improve the performance of employees; hence, increased the ability of the organization to meet its objectives. Employee involvement is usually based on the idea that the success of an organization is determined to a particular extent by the contribution of its employees. Li et al. (2006) claim that providing employees with decision-making power tend to boost their commitment and morale to the organization that aids goal achievement where everybody benefits. Employee involvement is also identified to result in employee attraction and retention, reduced turnover, absenteeism, tardiness, and greater staffing flexibility.

According to Worley and Lawler (2006), for high involvement work practice to be effective and for it to have a positive effect on employee engagement, the employees should be given power. According to the authors, they argued that it leads to employees having the ability to make decisions that are essential to their performance and also the quality of their working lives. Worley and Lawler (2006) claimed that power might be a relatively low level of influence as in offering input to decisions made by others or it may involve having final accountability and authority for decisions and their outcomes. Involvement tends to be maximized when the highest level of power is pushed to the employees that have to carry out decisions, resulting in acquiring a maximum level of engagement possible from these employees.

A modern and forward-looking organization does not keep its employees in the dark regarding vital decisions affecting them. Such an organization trusts them and also involves them in making decisions at all levels. The traditional command and control model is not an adequate model, and there is a need for an open and collaborate model that will exploit the talents of employees (Hewitt, 2002). It is necessary that employees should be involved if they are to understand the need for creativity and if they are to commit to changing their behavior at the workplace in new and improved ways (Hewitt, 2002). Kuye and Salaimon (2011) stated that the more that an employee is allowed to exercise control over his task and to relate his efforts to those of his fellows, the more likely he is to adopt a positive commitment and cooperative attitude. That helps in achieving the goals of the organization without breakdown and conflict of the normative patterns of relationships between employees and management.

In a study that was conducted by Bhatti et al. (2007), it found that employee involvement is not just an important determinant of components of job satisfaction. Increasing the involvement of employees will have a positive effect on the job satisfaction of employees, productivity, and their commitment. Increasing the employee involvement is a long-term process that demands the attention of the management and initiative from employees. According to Kuye and Salaimon (2011), employee involvement in decisions is associated with higher efficiency. The involvement of employees tends to tap their considerable knowledge regarding their work and their under-used abilities. The more that the employees are involved and informed; the more ready they are to accept the technological changes and even unpalatable change. Through helping the management to be well informed of the views of employees, participation tends to improve the quality of the decisions made. The involvement of employees normally spurs managers to greater efficiency and satisfaction of employee's needs and the moral rights does make for a contented and efficiency through its contribution to industrial peace.

Research indicates that training, motivation, and development for the employees tend to enhance their performance. Apart from that, employee involvement in decision making also affects the performance of employees. Because of that, it results in the commitment of the employees to achieving the goals of the organization (Akuoko et al., 2012). A major channel in which the performance of the employees may be enhanced is through providing the workers with more autonomy in making decisions that do affect their jobs, which tend to refer to a concept of empowerment. According to Bohlander and Snell (2004), empowerment is considered as a technique of involving the employees in their job through the process of inclusion. Through empowerment, it does encourage employees to become managers and innovators of their work and involves them in their jobs in certain ways that provide them with more autonomy and control in decision making. That means offering employee power to initiate changes; thus, encouraging them to take charge of what they are doing.

When evaluating the significance of employee involvement in decision making, Bratton, and Gold (2003) claim that the main obstacle to employee involvement is the resistance to change by the management. The managers tend to form an organizational culture that reflects their styles and ideologies of management and also reinforce their control and strategies. The involvement of an employee in the process of decision making does pose a threat the more autocratic management. According to Bratton and Gold (2003), they state that most managers do resist participation because it is contrary to their habit formed ways of behaving and thinking. Additionally, the lack of responding to the employee recommendation is an excellent example that reduces the involvement of employees in decision making. When the management fails to recognize or acknowledge the recommendations from employees, the employees will conclude that the management does not have any interest in their idea (Kuye and Salaimon, 2011).

Another obstacle that may be identified for employee involvement in decision-making is fear. In a most private organization, fear tends to be a very common characteristic, and most employees have a fear that they might lose their jobs when they raise their voice about their views. Akuoko et al. (2012) claimed that any program of employee involvement in making a decision that is attempted over the foundation of fear is bound to collapse. That happens because fear will prevent developing a good relationship between the management and employees in the organization.

Importance of the Study and Contributions to Practice

Organizational researchers and managerial theorists regard employee involvement as a fundamental and essential element for improving the efficiency of the organization and the quality of the work of employees (Williamson, 2008). The involvement of workers in decision-making has been low in many organizations. Most organizations are struggling to relate the issue of employee participation and job satisfaction, and there are very few organizations that make employee involvement their top priority. That is because they have failed to understand the significant opportunity that lies in employee involvement. It is not possible for a firm to accomplish its goals and objectives if it does not have committed workers that cannot use their potential to the fullest. Therefore, it is vital that organizations should implement measures to see that employees are given an opportunity of using their abilities to the fullest. The general purpose of the study is to answer the business problem of why project managers should focus on employee involvement in decision-making to help realize goal achievement.

Employee involvement and goal achievement have lacked attention; thus, the study will provide a fundamental framework and also provide a good literature foundation on which further references and studies may be based. In conducting this study, it will serve as literature for further studies and mostly in project management and other related studies (Williamson, 2008). So that to increase the employee's commitment and humanize the workplace with the aim of improving work performance, the managers need to permit high degrees of employee involvement. The study will add to the body of knowledge through highlighting how employee involvement in decision-making can help to improve the performance of the organization.

The results of this study might guide the project management personnel and the administrators of corporations to ensure employee involvement in decision-making so that to ensure successful goal achievement. The biggest advantage of the study is the potential benefit to employees and employers. Today's business environment is rapid changes with increasing uncertainty and turbulence. Businesses tend to be under pressure of seeking new strategies and also making quick decisions so that to overcome the change (Williamson, 2008). With such conditions, it tends to increase the importance of involvement of employees and their input in the management process. Therefore, this study does have business impact and application in the practice of goal achievement. Conducting this study will be beneficial to academicians, scholars, and researchers because it will help broaden their knowledge of the concepts and issues that face employee involvement initiatives. Additionally, this study will add to the existing literature through empirically studying the relationship between employee involvement in decision-making and goal achievement and also enrich scholars with knowledge on project management as a discipline and create interest for future researchers.

To organizations, the study will be important because it will ask the questions on the existing policies in employee involvement and also their effectiveness in achieving goals. The information gained from conducting the study will help to shed some light on the practices of employee involvement at the workplace and enhance decision-making towards improving the employee involvement initiatives that can read a review of the strategies. To the project management practitioners, the study will help to show the importance of employee involvement and also enable organizations to devise strategies for formulating innovation and implementing programs on employee involvement that are focused on the efforts of promoting involvement in decision making (Singh, 2009). Additionally, at the end of the study, it will help to identify the effect of non-involvement of employees in decision making and also help managers to understand and accept the concept of employee involvement in decision-making.

Implication for Practice

Organizations all over the world tend to play a vital role in the development and the growth of the economy. With the increasing competitiveness among organizations, the employers need to ensure that their organizations can tap the appropriate human skills necessary to increase productivity, which is an essential element in an organization that determines productivity and also gives it a competitive advantage. The extent to which the employees are allowed to participate in decision-making so that to enhance commitment towards goal achievement is not usually practiced in many organizations. The biggest challenge that managers face is to make sure that the jobs provide the needs for the employees. It tends to be very challenging to identify the type of employees' higher order needs as these tend to reflect the true motivators, based on Herzberg's claim (Irawanto, 2015); however, through offering opportunities for the employees to participate in the process of decision-making in their jobs, managers can be able to improve their chances of satisfying the higher order needs of employees.

The study will have many implications for business and project management practitioners as they will be able to use the study findings to understand the link between employee involvement in decision-making better so that to enhance goal achievement in the organization. Studies have indicated that employee involvement in decision-making does help enhance their performance (Singh, 2009). With the focus of the study being to have a better understanding of the benefits of employee involvement in decision making, it will help project managers gain some knowledge on how they can use employee involvement to help in goal achievement. In other words, intensive employee involvement in the process of decision-making may be a probable approach for increasing goal achievement in the competitive markets. The study will also help the practitioners to understand the relationship between employee involvement in decision-making and achievement of goals. Therefore, if project managers want to see growth and acquire a competitive advantage, they need to focus on increased employee involvement in the decision-making activities.

The impact of this study on the practice is that it will help in bringing up awareness surrounding the issue of employee involvement in decision-making. It is believed that employee involvement can affect an employee's productivity, commitment, and satisfaction that does create a comparative advantage for the organization (Abdulrahman, 2016). Therefore, the results from this study will contribute to solving the issue of employee involvement through extending knowledge of how the project managers can use employee involvement in achieving the set goals. The logic behind this is that through involving employees in the decisions that affect them and by increasing their control and autonomy over their work, employees felt motivated and committed to the project.

Through offering the employees with the authority of making decisions tend to increase the control they have over tasks of which they are held responsible for, and they also gain a feeling of acceptance. Conducting the study will be very helpful to the practice of human resource managers. That is because they will be able to use the information from this study so as to better design the job descriptions that involve a culture of involving employees in issues regarding making decisions so that to ensure that employees are satisfied and show commitment (Singh, 2009). The study is also useful in helping understand the impact of involving employees in the process of decision-making on goal achievement; hence, find ways for improving goal achievement among the employees. Thus, this work will contribute to efforts among managers to highlight involvement as an effective way of motivating employees to put their best in the attainment of the organizational goals. The subject of employee involvement cannot be overstressed, and that is the reason that we should, by all means, find an appropriate method for emphasizing on the culture of employee involvement. In doing that, it will go a long way in ensuring better goal achievement by the employees; hence, helping organizations accomplish their objectives and goals.

Historical Development of the Theory

The empowerment of employees tends to determine the success of any organization. In the highly competitive environment, organizations need a different strategy for managing employees, and there have been various studies indicating employee involvement as a vital component in human management. Employee involvement is about creating an enabling environment where workers have an impact on the decisions and actions that influence their job. In conducting this study, we focus on the theory of Goal Setting Theory, which is linked to employee involvement.

Since the theory was first researched decades ago, of Goal Setting Theory has been heavily researched, used, and established a theory of work motivation. The theory started with the early work on levels of aspiration that was developed by Kurt Lewin. Edwin Locke primarily developed the theory when he started the goal setting research in the 1960s (Locke & Latham 1979) and asserted that goal setting is linked to performance. The theory is an intellectual hypothesis of motivation that is grounded on the fact that goals tend to regulate the behavior of employees. Goal setting theory does involve the process of establishing levels of performance so that to obtain the desired outcomes. Based on the theory, it purports that the source of motivation involves the desire and the intention to reach a particular goal. Goal setting does involve the conscious process of establishing levels of performance so that to obtain the desired outcomes.

Edwin Locke and Gary Latham, who are the leaders in of Goal Setting Theory and research, did incorporate about 400 studies regarding goals in the theory of goal setting and task performance. According to the researchers, the form in which one experiences and individual's value judgment tend to be emotion. That means that a person's values to create the desire of doing things consistent with them. Locke and Latham (1979) claimed that the goal setting theory was based on the idea that much of the human action is purposeful and is directed by a conscious goal. The decision of setting a goal does result from the dissatisfaction with the current performance levels; thus, setting a goal must include setting a structure that directs the behaviors and actions that improve unsatisfactory performance. Based on this goal, through setting a goal, it will change the behavior of a person so that to work towards achieving the set goal.

The goal setting theory was developed in 1990, and the research on this theory continues even today with the latest development in theory being published in 2013. In the early development, before the goal setting theory, there was a doctrine known as behaviorism. The doctrine did assert that one may be able to understand the human action without having to deal with the idea that people are direct and conscious with their actions through thoughts. However, Locke did not accept the doctrine of behaviorism, and as he knew behaviorism was wrong, Locke got the idea of goal setting from a study by Mace (1935). Mace did study the effect of various types of assigned performance goals on task performance. It was not very clear what influenced Mace to do the study; however, his work was among the earliest experimental studied done of goal setting as being an independent variable. Mace was the first person to compare the effects of specific and challenging goals with goals like do you best and compare the effects of goals differing in level of difficulty. In the study, it showed that a group offered specific standard to attain did greatly outperform the group that was told to do their best.

In this regards, Locke (2006) concluded that conscious performance goals are both scientifically sound and sophistically legitimate and that was the beginning of Locke long interest in goal setting. Mace's findings also suggest that task enjoyment and liking were greatly affected by the extent of success about the performance standards and goals. As Mace did not do any statistical tests on the experimental data, his work was an important impetus to goal setting theory. In a research conducted by Locke, he stated that a goal that is very easy is not usually a motivating force. According to him, hard goals are more motivating than the easy goals because it is much more of an accomplishment to achieving something that you have worked hard for it. A few years after Locke published his work, Gary Latham studied the effect of goal setting in the work environment, from his study, Latham's resulted supported what Locke found, and that formed the inseparable link between goal setting and the workplace performance Latham (2004). In 1990, Latham and Locke were able to publish their seminal work titled "A theory of Goal Setting and Task Performance," and in this book, they reinforced the need of setting difficult and specific goals and they also outlined three other characteristics of goal setting.

After Latham and Locke (2006) reviewed the 20th-century literature on goal setting, they concluded that all the goals effect tends to be mediated by ability and knowledge to perform a task. Goal setting without the adequate knowledge tends to be useless, and a goal can affect effort, choice, and even persistence; however, the employees cannot attain goals unless there is an awareness of how to do so.

Goal Setting Theory tends to be the single most dominant in the field of management. According to Latham and Locke (2006), goals are specific forms of one's value. So that to predict what an employee is going to do in a particular situation, it requires knowledge of how the person translates values to specific goals. The goals tend to be the immediate precursor of action. Goals tend to affect action in three different ways. The first is that they affect the facts, which people choose to act on and regulate the direction of action through focusing attention and behavior on the value-goal relevant behavior. The second is that goals and values do affect the intensity of a person's action and the concomitant emotions that are dependent on the importance of the goal to the person. In this case, the harder it is to attain a valued goal, the more intense the effort to attain that goal. The final way is that valued goals tend to affect persistence to attain them.

In the present century, empirical studies and theoretical articles tend to advance the understanding of the effects of goal setting. When considering the performance goal, where the emphasis is on attaining a particular out, the research found that unionized telecommunication employees have high performance and also high job satisfaction with their performance appraisal process when specific high goals are set (Locke et al., 2010).

Goal setting tends to be an effective strategy of affecting performance through employee involvement, participation, and providing feedback. Latham (2004) claims that difficult goals normally lead to participation through involvement employees in decision making and setting goals, enhanced employee-employer relations and also improved performance through producing high levels of planning and effort. With Goal Setting Theory by Locke, there have been several studies done to support the need of setting specific goals if you want to improve performance. According to Locke (2006) goals need to be specifically set by either enumeration or quantification. Enumeration is the creation of a list of the tasks to be accomplished while quantification is creating numeric goals such as increasing production by 10%. Based on Locke and Latham (1979) study, they claimed that setting specific goals tend to be an effective way for increasing performance. The goal setting theory also suggests the importance of setting difficult goals as it leads to increased probability of goal achievement. Based on the studies by Locke and Latham (1979) for the difficult goals to lead to achieving the goals, the goals should be attainable. For the goal to be attainable, the person must have the ability and the knowledge of accomplishing the goal.

The Goal Setting Theory also suggests that if a person does not have the knowledge or the ability to complete the goal, the performance will decline. According to Latham and Locke (2006), the participation of the employee in decision-making does include any process resulting in some extent of transfer of decision control and responsibility from the superior to subordinates. Locke and Latham (2006) claimed that the decisions rights tend to allow for a greater involvement of employees in deciding the issues that affect their works (Latham & Locke, 2006). That means that the employees do have a say in defining the right critical success factors and the key performance indicators in relations to their job roles. There have been some researchers who have claimed that participation in goal setting can lead to increased performance. In the 1970s, Latham was guided by the belief that participation may enhance performance that may be achieved through assigned or do your best goals. Latham and Yukl (1975) examined the effect of participating in goal setting on performance and after dividing participants into three groups, do you best, assigned, and participative set goals, the individuals in participatory goal setting, did perform better than the ones in assigned work groups.

Specifically, there were two field experiments done on two sets of logging crews differing in the levels of education. The productivity comparison between the two indicated that educationally disadvantaged people performed well when they were allowed to participate in setting their goals (Locke & Latham, 2015). From the study, there were no differences found for the educated group concerning the assigned and participative conditions. The findings indicated that by allowing the workers to participate in the process of decision-making, it tends to increase productivity. Locke and Latham (2015) found that there is a direct linear relationship between the level of performance, goal difficulty, and the effort involved. According to the researchers, that relationship will stay positive provided a person is committed to the goal, does not have conflicting goals, and also has the requisite ability to attain the goal.

In a series of studies that followed, Latham (2004) concluded that while participation can affect a person's level of goal selected, it does not just lead to higher performance. Thus, when a difficult goal remains constant, participative goal setting is not better than goal assignment. Locke et al. (2010) state that the involvement of employees in decision-making may contribute to the development of an effective strategy for attaining the goals that in turn increase the self-efficacy of the participant that the goal is attainable. Employee participation in setting the goal makes the goals to be more acceptable, and it also leads to more involvement; however, the employee needs to ensure that they have the necessary skills, abilities, and knowledge for reaching the goals (Locke & Latham, 2015).

The Goal Setting Theory can be used effectively and any domain in which a group or an individual does have control over the outcomes. The theory has been applied in many work tasks including rehabilitation and sports. The success of this theory does depend on taking into account the moderators and mediators that determine its applicability and efficacy. Since goal setting tends to be an open theory, there tend to be no limits to the number of discoveries which can be made in the goal setting theory. Based on the discoveries on this theory, it tends to be an effective method for influencing the performance of employees through enhancing employee involvement initiatives.

Directions for Future Research

The culture of an organization does play an important role in the development and the growth of an organization, and it impacts the organizational performance. The aspect of employee involvement has been an important aspect of the organizational effectiveness. An organization culture that does promote employee involvement tends to recognize and embrace the development of employees, facilitation of their decision-making, and sharing power between employees and management. Several studies indicate that excellent performance outcomes are as a result of organization's culture of involvement and participation and indicate that the organization does value its employees and their input. Research has shown that offering the employees with the opportunity of participating in work-related decision-making, gaining appropriate skills, accessing relevant information, and earning suitable incentives does enhance productivity (Juliette & Jeff, 2005). While taking other organizational factors like strategic goals into consideration, the human resource practices that promote employee involvement must be embraced in an attempt of boosting organizational productivity.

By evaluating the various studies relating to employee performance and participation, it is clear that empirical study on the impact of employee involvement in decision-making and goal achievement is scarce. Thus, there is much, which can be gained through investigating this area of study. The examination of the literature has shown that there is a gap in the literature regarding employee involvement in decision-making so that to ensure successful goal achievement. Hence, there is a need for more research so that to examine how goal achievement is successful as a result of involving employees in the process of decision making. Employee involvement in decision-making tend to be vital to the survival of any organization, and it is an area that requires significant attention so that to be able to address it and also ensure that there is harmony in an employer-employee relationship (Juliette & Jeff, 2005). When realizing that it is the attitude and motivation of workers that control their output, organizations and also organizations must provide an enabling environment, create a meaningful dialogue between employers and employees so that to attain a steady state of industrial harmony that is needed for productivity improvement in organizations. Organizations have recorded a decrease in incidents of employee participation in decision-making. When considering the many benefits associated with employee involvement when making decisions and achieving goals, it is vital that the future research must examine how employee involvement contributes to successful goal achievement.

Non-involvement of employees in the process of decision-making can result in organizational conflict. That may occur when the managers or employers consider their employees as being commodities and because of that; they see nothing good in them (Juliette & Jeff, 2005). The concept does make employees to feel as non-entities in the organization and thus contribute effectively towards the achievement of the goals. When considering the problem statement of this study, the researcher considers the involvement of employees as a management took in the process of decision-making that will help to reduce the problem. Employee involvement in decision-making is a concept that is not well understood by many as forming an essential part in predicting goal achievement. Therefore, future research needs to pay much attention on how organizations can develop employee involvement initiatives that will help them to achieve their goals through making employees a major part when making decisions. It is vital that future research should focus on determining how the management can use employee involvement in making decisions may help increase worker's satisfaction.

Conclusion

Organizations need to increase the employee awareness in involvement programs and mostly in the decision-making ones so that to be able to increase work motivation. It is vital that organizations need to encourage the introduction of perfect participation among their employees so that to increase awareness of participation and also their work motivation. In this chapter, it provides insight on the literature review of employee involvement in decision-making. Several concepts that have been highlighted include the historical development of the topic, contemporary perspective, importance of the study and implication for the practice, historical development of the theory, and the direction for future research. The findings from the studies indicate that when employees are involved in decisions that affect their jobs, they are likely to perform well than when the employees are not involved. Involvement of employees in decision-making tends to be a managerial strategy that has been argued to affect the organization commitment, performance, motivation, turnover, and also the satisfaction of the employees. Employees are usually central to the useful, unique ideas, and it is important that management should not ignore their contribution to the organization. Managers can be able to affect the creativity of employees through their behaviors that can encourage employees to present their ideas openly and freely. Based on the literature review, it shows that if organizations decide to consider the involvement of employees when making decisions, it can help ensure achievements of goals. From the evaluated studies, it shows that an increase in the use of employee involvement in the workplace can be very beneficial and hopes that if that continues happening, it is going to be a source of good jobs for the workers.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Human Resource Valuation and Financial Performance of Nigerian Listed Companies

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This study empirically investigates the contribution of human resources valuation proxy variables, that is, human resource cost and human capital efficiency on financial performance of Nigeria listed companies. The study adopted ex-post facto research design method. The population of the study consists of 186 listed companies on Nigerian Stock Exchange, secondary data that spanned from 2011 to 2016, were obtained from the audited annual accounts and reports of 24 selected listed companies (i.e. 6 time series and 24 cross-sectional data making 144 pooled observational balanced panel data) and analysed using multiple linear regression model (OLS) and Karl Pearson Product Moment Correlation Co-efficient (PPMC) via Statistical Package for Social Science Students (SPSS) version-23. We discovered that human resources cost (HRC) and human capital efficiency are significant predictors of Nigerian listed companies' return on investment, gross profit margin, asset turnover and return on asset but insignificant predictors of net profit margin. The implication of the model prediction is that captains of industries or managers need to ascertain the level of human resources cost/ asset that will yield maximum human capital efficiency and effective utilisation of employee. We therefore recommend amongst others that Nigerian listed companies should minimize their human resource cost or human investment in order to create optimality by increase their human capital efficiency and financial performance. Also there should be accounting standard for human resource accounting measurement as it would ensure uniformity in disclosures and a reliable estimation and comparison of human resource value among Nigerian listed companies.

Key words: human resource cost, human capital efficiency, financial performance, Nigeria.

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INTRODUCTION

Human resources can be referred to as human assets or capital; these refer to the set of individuals, who make up the workforce of an organization or a business entity (Edom, Inah, Adanma, & Eyisi, 2015; Syed, 2009). Human resource accounting (HRA) as the process of identifying and measuring data about human assets (resources) and communicating this information to interested parties. This will enable organizations make relevant decisions regarding internal and external matters. Like other physical assets, human assets also have the ability to create expenditure and income. Therefore, it is necessary to value human forces just as other assets, that is, to consider the costs and benefits of human resources (American Accounting Association, 2014).

Economists refer to human resource as human capital; this being seen as a production factor, and they explore different ways of measuring its investment in education, health, and other areas. These resources are as implicit knowledge in employees and are one of the operational factors on an organization performance (Hajkarimi, 2009). Perhaps human resources or assets is the most essential sources of an organization processes, because it is employees' or workers' ideas that influence financial and physical resources of a company to create financial return, that is, return on investment, return on equity, net profit margin, gross profit margin, etc. (Charles, 2001). Ishikawa and Ryan (2002) suggest that it is the stock of human capital that predominantly determines the earnings of firms and individuals. As noted by Graham, former president of the institute of chartered Accountants for England and Wales (ICAEW) stated on June 2000, firms that ignore human capital will go the way of dinosaurs (Beattie & Smith 2010).

Universally, companies or organisations need to develop a competitive advantage, it is important that firms truly leverage on the employees as a competitive tool. A scheme for enhancing organisational profitability (that is, return on investment, return on equity, net profit margin etc.) to drive greater net present value for the firms has become an important focus. Organisations pursue to develop their workforce through comprehensive human capital development activities not only to optimise organisational objectives but most important is for a long term survival and sustainability (Marimuthu, Arokiasamy, & Ismail, 2009).

Organizational success greatly hinge on the aptitude of the human assets to resourcefully optimize other assets such as land, equipment and money. Therefore human resources have come to be regarded as the paramount assets at the disposal of organisations. Enofe, Sunday and Ovie, (2015) acknowledged that "our greatest assets are our people" is declared in most organisations' annual accounts and reports at all stages and areas of organisations, if human resources are adequately remunerated and recognized at all stages of firms will lead to human capital efficiency; which is required with machine efficiency for enhanced performance. Valuation of this resource is necessary and information about valuation must be given to all stakeholders of an organization in the financial statement.

The paradigm shift in global economies from manufacturing to service based economies prompted a transformed interest in human resource accounting valuation that came in several forms during the 1980s and 1990s. Now the survival, stability and growth of organizations is to be based more on human resources (assets) and their proficiencies as compared to preceding periods that relied more on physical assets (resources) (Flamholtz, 1999). It has been observed that until recently, the "value of an enterprise as measured within traditional statement of financial position, (for example buildings, production plant, fixtures and fittings, vehicles), was viewed as a sufficient reflection of the enterprise's assets. Traditional financial statements of companies do not reflect true disclosure of human asset. In few instance, traditional intangible assets (for example research and development, goodwill and other internally developed assets) are recognised in annual account of companies, but these assets are defined narrowly (Gallego & Rodriguez 2005).

Studies have shown that human assets are the leading indicator for firms' value creation and there is no standard proposed by any accounting standard committee for this regard. On the other hand, by this process a firm has the chance of manipulating the financial statement. The increasing gap observed between market value and book value of many companies has drawn attention towards investigating the value missing from financial statements. However, with the growing emergence of the knowledge economy, this traditional valuation has been called into question due to the recognition that human asset is an increasingly important part of an enterprise's total value observed that the succession of the human intellect over machines and equipment in the contribution to industrial value makes a financial statement that relegates human asset expenditure to expenses inadequate if not obsolete (see, Chen & Lin 2003; Kaplan & Norton, 2004; Kieso & Weygandt; Westphalen & Nychas, 1998).

The concept of human resource accounting (HRA) is in the early stage of development in developing countries and conventional accounting technique are use in reporting the cost incurred on human asset as an expense in their statement of comprehensive income, while some of the services rendered by the human asset or resource span more than one accounting period are against the current revenue (Ifurueze, Odesa & Ifurueze, 2015; Remya, 2015). The total cost incurred on human resource are treated as expense in the statement of comprehensive income, while the benefit of some of the cost element (acquisition, development, training) last more than one year. Charging the investment in human asset as expenses in statement of comprehensive income is traceable to the inability of organization to separate the expense element (salaries, wages, commission, bonus, maintenance, allowances) from the capital expenditure element (acquisition, recruitment, training, development and retraining).

The success of any organization depends on the quality of its human assets or resources whether it belongs to manufacturing, service or a retail outlet. The development of employees or workers is work activity that can make a tremendous contribution to organisational efficiency, financial performance and growth of listed companies (see, Adeniyi, 1995; Oribabor, 2000; Sharma, 2012) the total worth of an organization depends mainly on the skills of its employees and the services they render.

Evaluating organizational performance may be inconclusive without consideration of the value of human asset and efficiency. Divergent scholars have conducted studies on the connection between various human resource cost valuation technique and organisational performance (Afiouni, 2007; Johansson, 2007). A few number of studies have focused on the valuation or measurement of human resource accounting (Carrell, 2007; Catasus & Grojer, 2006), others addressed the issues of regulations, standards or reporting of human resource accounting. Nevertheless numerous studies have emphasized on the significance of valuing the cost of human asset in corporate settings, with a focus on varying areas of performance (that is, non-financial performance), conversely studies are inconclusive on the significance in augmenting organisational profitability. However some scholars reported positive effect or relationship, others indicate a negative effect or relationship and yet others report no effect at all (see, Bassey & Tarpang, 2012; Nabil, 1972; Okpala & Chidi, 2010; Rehman, Rehman, Rehuman & Zaliad, 2011; Sharma, 2012).

Based on the divergent views and inconclusive findings of scholars and the previous studies reviewed focused on human resource cost measurement and disclosures, none of the studies considered human resources cost efficiency or optimization, this form the rationale to investigate the contributions of human resource cost and efficiency towards the Nigerian listed firms' financial performance. The general purpose of the study is to determine the contribution of Human resource valuation to Nigerian listed companies' financial performance. In order to achieve earlier stated broad objectives the following research questions and null hypotheses were raised:

To what extent is the joint impact of human resource valuation surrogates (HRV) on return on investment (ROI), gross profit margin (GPM), Asset Turnover (ATO), return on equity (ROE) and net profit margin (NPM) of Nigeria listed firms?

What is the magnitude and directions of associations between human resources cost (HRC) and return on investment (ROI) of Nigeria listed firms?

What is the correlation between human resource efficiency (HCE) and return on equity (ROE) of Nigeria listed firms?

The following null hypotheses (H0) will be tested at 5% level of significance (α):

The combined prediction of human resource valuation surrogates on return on investment (ROI), gross profit margin (GPM), Asset Turnover (ATO), return on equity (ROE) and net profit margin of Nigeria listed firms is not significant.

The magnitude and directions of associations between human resources cost (HRC) and return on investment (ROI) of Nigeria listed firms is not significant.

The correlation between human resource efficiency (HCE) and return on equity (ROE) of Nigeria listed firms is not significant.

The rest of the paper had been divided into literature review, methodology, data analysis, conclusion and recommendation respectively.

2. Review of Related Literature

2.1 Conceptual Review

2.1.1 Human Resource Valuation

There is need to consider the definition of human resources accounting advanced by Flamholtz before looking at the concept of Human resource valuation. Flamholtz (1985) gave more specific definition of HRA, which refers HRA as the process of measuring the cost incurred by business firms and other organizations to recruit, select, hire, train and develop human asset. Friedman and Lev (1974); Lau and Lau (1978) consider HRA as a method for systematically measuring both the asset value of labour and the amount of asset creation that can be attributed to personnel activities. Newman (1999) defined, HRA as the measurement of the abilities of all employees of a company, at every level – management, supervisory and ordinary employees – to produce value from their knowledge and the capabilities of their minds. Jasrotia (2004), in her definition, also views HRA as a measurement and reporting of the cost and value of people as organizational resources. In his view, Gupta (1991) defines the HRA as basically an information system that tells management what changes are occurring overtime to the human resources of the business. It involves accounting for investment in people and their replacement costs, and also the economic value of people in an organization. These definitions give a view as to what expenditure on the human resources should be recognized for valuation and reporting purposes. In other words, Flamholtz (1985) regards HRA as involving the measurement of economic value of people to organizations. Therefore, HRA provides a comprehensive look at one method of using human resource cost and value information in the decision-making process and considering the contribution aspect of human resources in incorporates the economic benefit attributable from the human resources in addition to recognizing their cost implication.

Human resource valuation in any organizations is very much important from accounting point of view. Valuation of human resources, recording the valuation in accounts and fair disclosure of such information in financial statements are the demand of the stakeholders in the context of enhancing managerial performance and employees' productivity. Investment in developing human resources is not revenue expenditure. Its impact on developing the capability of employees provides benefits for a long period. There is a genuine need for reliable and complete information that can be used in improving and valuing human assets. This valuation of human asset involved the determination of investment in human resources and the benefits received from human asset inform of human capital or employees' efficiency (that is, valued added or created). Value-added or created in business, is the difference between the sale price and the production cost of a product is the unit profit. In economics, the sum of unit profit, unit depreciation cost, and unit labor cost is the unit value added. Summing value added per unit over all units sold is total value added. Total value added is equivalent to revenue less intermediate consumption. In national accounts used in macroeconomics, it refers to the contribution of the factors of production, i.e., capital (e.g., land and capital goods) and labor, to raising the value of a product and corresponds to the incomes received by the owners of these factors. The national value added is shared between capital and labor (as the factors of production), and this sharing gives rise to issues of distribution (Deardorff, 1994; Samuelson, & William, 2009).

Human resource efficiency is an integral part of business, as it tells how efficient system is, over time. It is also a key performance indicator (KPI) which defines how much of the employee or human resource's time is spent working productively. There are numerous factors that can influence the efficiency of employees. Such as; Training and Skill – an employee or human resource with good technical knowledge and experience will be more efficient compared to an employee or human resource with no experience. Wages and Benefits –If an employee has competitive wages, bonuses and benefits, it is more likely that they will be motivated to work harder, therefore increasing their efficiency. Working Hours – Efficiency will be higher if working hours are reasonable. Asking employee to work longer hours for no extra pay is likely to cause a decrease in efficiency due to a lack of motivation and tiredness. Environment – A pleasant and stimulating working environment makes for a more efficient employee or human resource. Efficiency in the workplace is the time it takes to do something. Efficient employees and managers complete tasks in the least amount of time possible with the least amount of resources possible by utilizing certain time-saving strategies. Inefficient employees and managers take the long road. For example, suppose a manager is attempting to communicate more efficiently. She can accomplish her goal by using email rather than sending letters to each employee. Efficiency and effectiveness are mutually exclusive. Well managed companies that address important business issues through the implementation of human resource strategies often seek to measure performance of the human resource function in terms of both effectiveness and efficiency. Effectiveness relates the results of activities to the achievement of objectives (i.e., "are we doing the right things?"). Efficiency relates the yield of outputs to the energy, time, or resources applied as inputs (i.e., "are we doing things right?") (Drucker, 1973). Efficiency increases productivity and saves both time and money.

Value-added or created can be referred to as productivity. Productivity is simply the amount of units of a product or service that an employee handles in a defined time frame. An employee who makes widgets might make 20 widgets per hour, or an employee at a coffee shop might service 15 customers per hour. Simple productivity is neither good nor bad, and in service industries, it might vary according to factors beyond the employee's control, like the number of customers who present for service. Productivity is the basic measure of employee work output which can also be represented with total revenue or income. Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers.

Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses efficiency. For many businesses, including most small businesses, the most significant cost is human resource cost. Salaries and wages comprise the major line-item expense for most retail and small-scale manufacturing companies, but human resource also tends to be responsive to productivity improvements. To reduce human resource costs, entrepreneurs should consider measuring employee efficiency and setting aggressive performance targets to get the most report or bang for their employee buck.

Efficiency in business relates to how much of a product or service is produced in a given timeframe while effectiveness is a measurement of quality. Efficiency can be derived as comparing the cost incurred in production against the revenue realised. Companies often talk about employee effectiveness and efficiency when brainstorming ways to improve business. While they sound similar, effectiveness means something entirely different than efficiency. An effective employee produces at a high level, while an efficient employee produces quickly and intelligently. By combining effectiveness and efficiency, a company produces better products faster and with fewer resources. Effectiveness is the level of results from the actions of employees and managers. Employees and managers who demonstrate effectiveness in the workplace help produce high-quality results. Companies measure effectiveness often by conducting performance reviews. The effectiveness of a workforce has an enormous impact on the quality of a company's product or service, which often dictates a company's total revenue (income), reputation and customer satisfaction.

In economics we find the major factors of production are the land, labour, capital and entrepreneur. Every organization reports on and includes land and capital in its financial statements, but labour and entrepreneur are not given much attention, they are the two factors of production which they only represent a charge against the profit made by the organization (Abubakar, 2006; Glautier, 1974). Human Resource Accounting (HRA) is the process of identifying, recording and reporting the Investments made in the Human Resources of an Organization that are presently not accounted for in the conventional accounting practices. In other words, it is an extension of the existing "Expense recognition principle" or "Matching Principles" that requires revenue to be matched with expenses incurred to earn that amount of revenue and of organizing data to communicate relevant information. This effort to quantify the value of Human Resources helps the management to cope up with the changes in its quantum and quality so that equilibrium can be achieved in between the required resources and the benefit derived from such resources.

Human capital is the generic term for the competences, skills, trainings and motivation of the employees or is the skills, knowledge, and experience possessed by an individual or group of individuals, viewed in terms of their value or cost to an organization or country. The human capital of the organisation comprises of all the qualities and professional skills the worker brings into the organisation. HC is owned by the worker and leaves along with him whenever he leaves the organisation (Anuonye, 2015). Human asset or capital is one of the most important resources that can positively impact on a firm's profitability and efficiency. Capitalizing human resource costs is conceptually more valid than the expensing approach. The information concerning human assets is more relevant to a great variety of decisions made by external and internal users. Accounting for human asset constitutes an explicit recognition of the premise that people are valuable organizational resources and an integral part of a mix of resources (Islam, Kamruzzaman, & Redwanuzzaman, 2013). There are two concepts that human resources valuation can be split into human resource cost and human capital efficiency (employee/labour efficiency).

Cost of human resources represents sacrifice that will have to be incurred today to acquire and develop people in future. The cost of human resource otherwise called Historical cost of human resources is the investment in human resources which has both Revenue (expense) and Capital (asset) components. Cost valuation is the estimation of the worth of something. There are two broad classifications of human resource cost that is, acquisition cost and development cost.

Human resource acquisition cost (HRAC) refers to the costs incurred in acquiring the right man for the right job at the right time and in right quantity. This includes cost of hiring employees, cost of selecting employees, cost of interviewing employees, cost of recruiting employees, and cost of placement of employees. The entire cost is taken into consideration including those who are not selected.

Recruitment cost is the cost incurred to identify sources of human resources both from within and outside the organization. For example, cost of recruiting materials, administrative expenses, advertising costs, agency fees, recruiter's salary and travel and outstation costs.

Selection cost depends on several factors such as the type of personnel being recruited and the method of recruitment. The cost of selection depends on the position for which a person is being selected. The higher the position, the greater is the selection cost. It includes cost of application blanks, administrative cost of processing applications, conducting tests, interview, medical examination and the Salaries, materials and consulting fees of the selectors.

Placement cost, in deciding upon the placement, the individual's ability, attitude, interest, temperament and aspirations are taken into consideration with reference to the job requirements. The cost of placement can be collected for the purpose of human resource accounting.

Human resource development cost (HRDC) refers to the sacrifice that must be made to train a person either to provide the expected level of performance or to enrich the individual's skill. Training improves the productivity potential of both the individual and the organization. This includes formal training cost of employees, cost of re-training employees, cost of employees' seminars, and cost of orientation. The training cost includes the following:

Formal training cost refers to the cost incurred in conventional training for the orientation of an individual so that he can operate the work. The remuneration to the training staff and the fixed cost of the training schools are essentially Human Resource Investment items.

On the job training cost: Once the employee is placed on the job, he must be trained to do the job efficiently and effectively and in this regard the employee learns while he is on his job. In the process, the costs of mishandling the job, the payments to the employee more than what he actually contributes are on the job training cost. Thus it is an Investment in Human Resource.

Special training cost, to achieve the performance standards sometimes specific training programmes may be devised. Such training gets a distinct human resource to the organization. The costs of such training are called special training costs fall under the human resource investment of the organization.

Development programmes cost; employees may be allowed to participate in a variety of development programmes to enrich their faculties. These programmes may range from ordinary lectures to international conferences and seminars. The participants have an opportunity to interact with other executives on national and international level. Such association involves cost such as delegate fees, the travel cost, loss of output during the development programme etc. which are to be accounted for as a human resource investment.

Human capital/resource efficiency is the aggregate aptitudes or other assets of individuals that can be used to create economic values for the organisations or community. This is the value of all the workers in the organisation with all the attendant rewards attached to their utilisation (Verguwen & Alem 2005). These proficiencies are unique to the employees even though the company invests in the workers; they go away with them whenever they leave the firm (Roos & Roos 1997). Besides showing the firm sizes, High human capital reflects higher employee skill that would add more value compared to employees with lower salary and wages. Pablos (2003) and Bontis (2004) argued that a company will gain a competitive advantage if human asset is effectively harnessed in the organisation. The drivers of this human capital advantage (Pulic 2004) may be found in all employees as well as the organisations ability to create value under a market assessment. In other words, human capital is represented by the company's stock such as skilled employees, knowledge and management philosophy (Nielsen, Bukh, Mouritsen, Johanseu & Gormsen, 2006). Human capital efficiency (HCE) shows the efficiency of human asset/capital usage in creating value added. If the human resources cost is low while value added is high, then the firm uses its human capital efficiently, that is, optimally. Human capital efficiency can be defined as value added by human capital (HCE = Value Added ÷Human

Capital) (Pulic 2004).

2.1.2 Measurements in Human Resource Accounting

The major challenge in Human Resource Accounting is that of assigning monetary values to different dimension of human resource costs/ investment and the worth of employees. There are various model suggested for the measurements of human assets, they are classified into cost based approach and economic based model. The cost based approach is categorised into historical cost model, replacement cost model, opportunity cost model and standard cost model. While the economic based approach is the value of asset in the present value of the service that it is expected to render in future. Similarly, the economic value of human resource is the present worth of the service that they are likely to render in the future; the economic based model of calculating the value of individual may be classified into monetary and non-monetary methods. Cost is a sacrifice incurred to obtain some anticipated benefit or service. Costs have two elements visa the expense (human resource cost) and the assets element (human capital efficiency). The expense element is that which provides benefits during the current accounting period, whereas the asset portion is that which is expected to give rise to benefit in the future. The historical background of human resource accounting can be traced to the medieval European practice of calculating the cost of keeping a prisoner versus the expected future earning from him. The prisoners were seen to be the general property of the capturing side, consequently, after the victory a quick decision regarding whether to capture a prisoner or to kill him had to be taken based on the cost involved in keeping him and the benefit accruing from killing him (Sveiby, 1997). However, the development of human resource accounting as a systematic and detailed academic activity began in sixties (Flamholtz, 1972). The development can be divided into five stages they are:

First stage (1960-66): This marks the beginning of academic interest in the arena. However, the focus was primarily on deriving human resource accounting concept from other studies like economic theory of capital, psychological theories of leadership effectiveness as well as the measurement of corporate goodwill. Second stage (1966-71): At this stage, the focus was to develop and validate various models/tools that help organization manage their Human Resources. One of the earliest studies was carried out by Hermanson (1964) on problem of measuring the value of human assets as an element of goodwill. Third stage (1971-76): This period was marked by a widespread interest in the field of human resource accounting leading to rapid growth of research in the area. The focus in this stage was on the application of human resource accounting in business organization, the development of measurement and reporting model. Experiment was carried out in R.G Barry, the findings contributed substantially during this stage (R.G Barry Corporation, 1973).

Fourth stage (1976-1980): This period witness a decline in the arena of human resource accounting due to lack of sponsorship in the area of research. The complex issue that needed to be explored which required much deeper empirical research then was needed for the earlier simple models and the lack of sponsorship in area of research. Fifth stage (1980-till date): This period witness a sudden renewal of interest in the field due to the shift from manufacturing to service economic occasioned by globalization. Since the survival growth and profitability of organization were dependent more on intellectual assets than physical assets. The outcome of this renewal interest was the adoption of various models to suit organization requirement. Today, human and intellectual capital are perceived to be the strategic resources and therefore clear estimation of their value has gained significant important. The increased pressures for corporate governance and corporate code of conduct demanding transparency in accounting have further supported the need for developing methods of measuring human value. In Nigeria human resource valuation and reporting has not yet been institutionalized.

2.1.4 Financial Performance

Organizational performance evaluation or appraisal can be viewed from both financial and non-financial; this study is concerned with organizational financial performance. The crucial point to note is that the overall financial performance of a firm or organization in this context is limited to financial accounting ratios; this factor is relevant and paramount to the organizational financial analysis in this study. Stakeholders measure or evaluate the overall financial performance of a firm through its financial statements which shows the results of the firm's business operating cycle within a year and to identify firm's strengths and weaknesses in order to proffer remedial solution. Furthermore, firm's future plan should be in line with the firm's financial strengths and weaknesses; consequently, financial analysis is the starting point for making plans, before adopting any advanced forecasting and planning techniques. Understanding the past is a prerequisite for anticipating the future (Adeniyi, 2011; Pandey, 2010). The study will be interested in activity ratio and profitability ratios, that is, return on investment (ROI), gross profit margin (GPM), return on equity (ROE), asset turnover (ATO) and net profit margin (NPM).

2.2 Theoretical framework

The study is anchored on human resource investment optimization theory (HRIOT) which has is basis from human capital, resource-based and stakeholder theories in order to understand the concept of optimality (i.e. cost and efficiency) as it relates to human resources valuation. The theories form the basis upon which the conceptual model was developed. The theories are explained thus:

Human capital theory was propounded by Schuttz (1993), and lengthily developed by Becker (1964). The theory emanated from branch of economics (i.e. labour economics) that focuses on general workforce in quantitative term. The theory contends that education or training augments productivity of an employee by imparting useful knowledge and skills, thus raising employees' future revenue through increase in their lifetime earnings. The theory suggests that expenditure on education or training and development is costly, and should be considered as investment since it is undertaken with a view to increasing incomes. General purpose human capital is knowledge gained through education and training in areas of value to a variety of firms such as generic skills in human resource development; while specific skills provide value only to a particular firm and such skills are of no value to competing firms (Becker, 1993).

The resources based theory of the firm blends concepts from organizational economics and strategic management (Barney, 1991). A fundamental assumption of this view is that organizations can be successful if they gain and maintain competitive advantage (Porter, 1985). Competitive advantage is gained by implementing a value-creating strategy that competitors cannot, easily copy and sustain (Barney, 1991) and for which there are no ready substitutes. For competitive advantage to be gained, two conditions are needed. First, the resources available to competing firm must be variable among competitors, and second, these resources must be immobile (i.e. not easily obtained). The resource based theory indicates that human resource provides a source of sustained competitive advantage which consist of four basic requirements; value, rare, imitable and organization (VRIO) that must be present within of organisation's human resource at all times. Three types of resources associated with organizations are; Physical (plant; technology and equipment; geographical location), Human (employees' experience and knowledge); and Organizational (structure; systems for planning, monitoring, and controlling activities; social relations within the organization and between the organization and external constituencies).

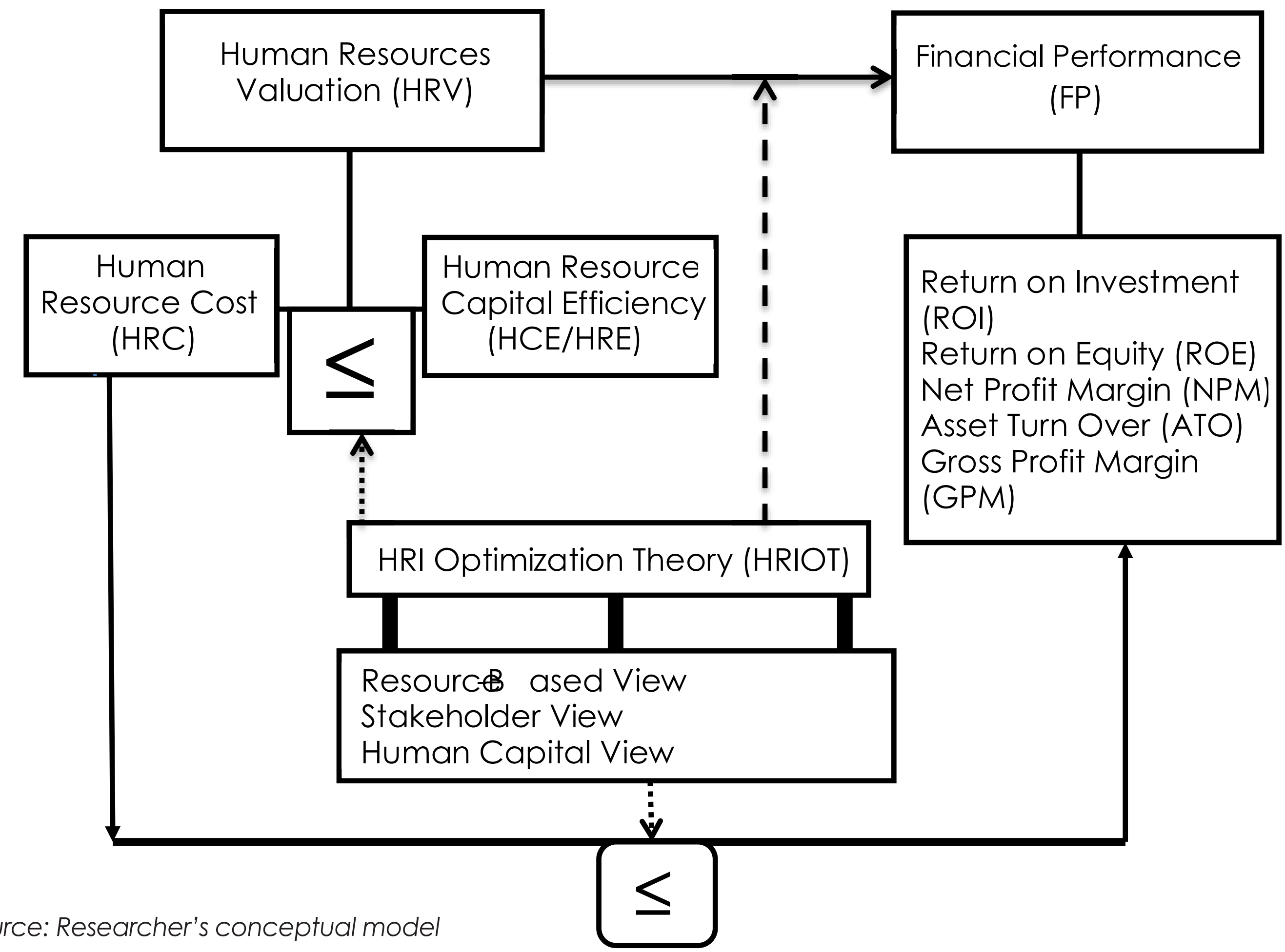
Stakeholder theory was proposed by Edward Freeman, a business owes responsibility to stakeholders as well, not just the shareholders. A stakeholder could be any person or a group who will be affected by the actions of the business. These include customers, employees, suppliers, and the community as well (Osisioma, Egbunike, & Jesuwunmi, 2015). This theory is an important element of the concept of corporate social responsibility (CSR). In light of this theory, companies have to take not only the legal and economic aspects of their business but also the ethical aspects into consideration. This theory centers on the issues concerning the stakeholders in an institution. It stipulates that a corporate entity invariably seeks to provide a balance between the interests of its diverse stakeholders in order to ensure that each interest constituency receives some degree of satisfaction.

The firm has a fiduciary duty to maximize their returns and put their needs first. In more recent business models, the institution converts the inputs of investors, employees, and suppliers into forms that are saleable to customers, hence returns back to its shareholders (Wan, & Idris, 2012). This model addresses the needs of investors, employers, suppliers and customers. In summary, theory tries to consider others groups of people that have diverse interest in the business in order to improve business efficiency in the market place. Rajan and Zingales (1998) opined that the company has to safeguard the interests of all who contribute to the general value creation, that is, make specific investments to a firm. These firms-specific investments can be diverse and include physical, human and social capital.

Human resources investment optimization theory (HRIOT) believes that set of processes and methods is to be matched with the available resources (human, machinery, financial) with the needs of the organization in order to achieve established goals. Optimization consists in achieving desired results within a set timeframe and budget with minimum usage of the resources themselves. The need to optimize resources is particularly evident when the organization's demands tend to saturate and/or exceed the resources currently available. In summary, theory opines that managers should lesser resources to achieve greater outputs.

2.3 Conceptual Framework

Figure 2.3.1: Conceptual Model of Human Resource Valuation and Nigerian Listed Companies' Financial Performance.



Source: Researcher's conceptual model

Figure 2.3.1 shows the links between the study and the theories is that it considers the cost of education, training and development as investment towards enhance productivity of an employee, the managers' aptitudes to create a balance between diverse stakeholders' interests in the organization and also considers the human resources characteristics of value, imitable, rareness and organization imbedded in the theories directly or indirectly affect employee productivity and firm's performance, creates a sort of competitive advantage which ultimately leads to optimal firm financial performance. Figure 2.3.1shown that human resource valuation is a predictor proxy by human resource cost and human capital efficiency; it further illustrated that investment in human resource (cost) should be less than human capital efficiency and financial performance surrogated by profitability and activity ratios. Consequently such investment on human capital must be shown in the financial statement. The management will be able to attain this through reduction in inputs and increment in outputs which reflect optimality in human resources investment.

2.4 Review of Related Empirical Studies

Agbiogwu, Ihendinihu, and Azubike (2016) investigated the effects of human resources cost on the profitability of banks in Nigeria from 2010 – 2014 using First Bank Nigeria, Plc and Zenith bank Nig. Plc. The study adopted content method of analysis and linear regression model to test the stated hypotheses. Findings revealed that staff cost significantly affects Earnings per share, Net profit margin, and Return on capital employed of banks. The study recommends, among other things, that there should be a uniformed standard for identification and measurement of human capital assets.

Kwarbai and Akinpelu (2016) examined the impact of human capital efficiency on corporate performance of industrial goods companies listed in the Nigerian stock exchange market. For a period of 6 years (2009-2014,) the effect of human capital efficiency on performance was examined by applying the human capital component of the value added intellectual coefficient (VAIC) methodology. Multiple linear regression models were used for analyzing the relationship between the variables of interest; employees' growth (EG), earnings per Share (EPS), return on assets (ROA), human capital efficiency (HCE), lagged human capital efficiency and size of the firms. The finding survived a number of robustness check and the result indicates that there is positive significant relationship between human capital efficiency on ROA and EPS, and an insignificant negative relationship between human capital efficiency on size, lagged human capital efficiency and number of employee growth. This study contributes to the existing human capital theories by revealing the HCE of Industrial goods companies and its impact on corporate performance. They suggested that organizations should be committed to regular training and development of employees and ensuring the working environment is conducive for them in order to ensure improvement in employees' productivity and performance.

Olowolaju, and Oluwasesin, (2016) examined the effect of human capital on the profitability of quoted manufacturing companies in Nigeria. The study aimed at determining if expenditure on human has influence on the profitability of listed manufacturing companies on the Nigeria Stock Exchange. A sample of 10 listed manufacturing companies on the Nigeria Stock Exchange was used for the study. This study used data mainly from secondary sources and the analysis of data collected was done using descriptive and inferential statistics. The descriptive statistics include mean, standard deviation, kurtosis, skewness while inferential statistics that was used in testing the hypotheses include panel regression and correlation. The study revealed that all the explanatory variables have positive relationship with profitability; however, expenditure on health contributed more to the profitability of the firms. The study concluded that human capital expenditure significantly influenced profitability of manufacturing companies quoted on the Nigerian Stock Exchange and companies that place more emphasis on human capital, maintaining it and treating it as a pure asset will have motivated work force.

Omodero, Alpheaus, and Ihendinihu, (2016) in their study titled "Human resource costs and financial performance: Evidence from selected listed firms in Nigeria" observed that there is general lack of quantification and disclosure of human assets in domestic and international financial reports, and this appears to depress public assessment of the financial performance and value of firms. The study aimed to determine the extent to which investments in human resources influence profit after tax and turnover of firms in Nigeria. Secondary data on relevant financial variables were extracted from published financial statements of ten selected listed firms in Nigeria. The OLS technique was employed in analyzing the data and the results indicate that personnel benefit costs have positive and significant effect on profitability, explaining about 73.9% of the variations in profit after tax of firms in Nigeria. The results however reveal no significant effect of personnel benefit costs on firm turnover. The study therefore concludes that investments in human resources have positive trade-off effects on profitability and growth of firms and recommends greater commitment to manpower development and training, while providing proper infrastructures and conducive working environment to enhance the capacity of employees to drive positive improvements in corporate financial performance.

Adebawojo, Enyi, and Adebawo (2015) in their work titled "Human Asset Accounting and Corporate Performance", conducted their research on all eighteen publicly quoted banks in Nigerian capital market, using an ex-post facto research design, questionnaire as their instrument of data collection and hypotheses was tested using simple regression model. The result confirmed that human asset accounting significantly affects banks' performance. It concluded that capitalizing human asset would positively impact on performance of organizations and recommends its disclosure as intangible asset in the statement of financial position.

Ifurueze et al. (2015), in their work, "Impact of Aggregated Cost of Human Resource on Profitability", examined the effect of aggregated and disaggregated cost of human resources on organisations' profitability. Data was extracted from internal source using a structured information card and annual financial report, while regression analysis was used for hypothesis testing. The findings showed that there is a positive relationship between profitability and human resource cost. The study recommends that companies should imbibe the culture of capitalising and reporting all investment on human resource that improve quality and productivity.

Edom, Inah, Adanma , Eyisi, (2015) studied the impact of human resource accounting on the profitability of Access Bank of Nigeria Plc, from 2003 to 2012. Using the ordinary least square analytical technique, secondary data from audited annual accounts and reports of Access Bank of Nigeria Plc were obtained. Findings revealed that there is a significant positive relationship between the indicators of human resource cost (training cost, development cost and number of staff) and the profit of the organization (Access Bank Plc). However, the number of staff does not have a significant effect on profit of the bank. Nonetheless, organizational performance is dependent upon the performance of the individuals that make up the organization. That is, organization does not exist in a vacuum; there are people (employees) who may work together towards achieving its goal. It was therefore recommended inter alia that; organization should enhance the retention of education and training on staff so as to avert wastage of knowledgeable investment. Also, accounting standard board should incorporate their accounting standard for the valuation and disclosure of human resource accounting.

Parham and Heling, (2015) investigated impact of human capital efficiency on financial performance of Dutch production companies. Using data from 33 Dutch production companies for a period of 6 years (2007-2012) and applying the human capital component of the VAIC methodology the monetary value created by the companies' knowledge workers is measured. Multiple linear regression models are used for analyzing the relationship between the performance of Human Capital and organizational performance measures including ROTA, ROE and EP. The study results revealed that there is positive relationship between HCE and all three corporate performance measures, amongst which it should be referred to the strongly statistically significant relationship between HCE and Employee Productivity (EP). Furthermore, it is significant in the sense that it will provide the companies' managers with vital information required for making decisions on proper deployment of their human capital and investment in this strategic asset.

Prosvirkina (2014) analysed human resources effectiveness in the Russian banking industry and its influence on organizational performance of banks. The sample of the research consists of one hundred ninety seven banks both local and international operated in Russia. Based on the data available in financial statements of banks, published by the Central Bank of the Russian Federation, several indicators were calculated, including return on investment in human capital (HCROI), return on assets (ROA), return on equity (ROE) and productivity. Their findings reveal that there is statistically significant correlation between HCROI and all selected organizational performance indicators of banks in Russia. Their findings demonstrate that HR effectiveness influences the performance of banks in Russia.

Ahmadu (2013) in his study investigated the association between human capital efficiency and financial performance of quoted Nigerian banks. Data were obtained from audited annual accounts and reports of the studied banks. The study adopted linear regression method of statistical analysis. The finding reveals that human capital efficiency has no significant impact on the EPS of Nigerian banks and Human capital efficiency has no significant impact on the ROE of Nigerian banks. The study found that efficient utilisation of human capital does not have any significant impact on the return of equity of banks. Also the size of a bank has no significant impact on it return on equity, while the return on equity of banks cannot be predicted by human capital efficiency and size of the banks.

Edirin,(2013) examined human capital accounting as it affects financial statement analysis and decision making, since human capital is the major driver of the competitive advantage of companies globally and Nigeria in particular. A total of 145 respondents comprising of investors in the Nigerian capital market, practicing accountants and academics in tertiary institutions in Nigeria were used for the study. A validated self-structured questionnaire was the instrument used in gathering primary data for the study. Frequency counts, simple percentages and the chi-square (x2) were the statistical tools employed in the study. The finding reveals that there is a significant relationship between human capital accounting and the comparability of financial statements in Nigeria. The study recommended that appropriate steps must be taken by regulatory bodies to develop uniform acceptable standards and models for the computation of the value of human capital such that same can be reflected in the financial statements of entities in Nigeria. Also, the accountancy curriculum at both professional and academic level should be reviewed and updated to meet the present demands of HCA.

Zohreh and Safar (2013), in their work titled, "An Empirical Study of the Relationships among Human Capital Value and Profitability and Market Value," conducted on eight industries in Tehra stock exchange from 2005-2009 and a sample including sixty companies was selected by systematic filtering sampling method; while multivariate regression model and panel least square method with fixed effects were used to test hypotheses. The result showed that there is a significant relationship between human capital value and market value of a company; but no correlation between human capital value and profitability. The study recommended that further study should be conducted between human capital value and profitability.

Ahesha, and Sujani (2012) investigated the impact of investment in human capital on financial performances of the companies in Sri Lanka. In order to achieve the objective of the study, financial information in financial statements of listed companies under Colombo Stock Exchange for the period of 2 years from 2009 to 2010 was used. Sample of the study was selected as 40 companies listed under Colombo Stock Exchange. Data analysis was carried out with aid of SPSS (Statistical Package of Social Sciences). Findings revealed that there is a significant relationship between investment in human capital and firm financial performances. They recommended that investment in HC should include all the expenses incurred on enhancing knowledge, education, expertise and skills of employees. This may involve salaries and wages, training and development, payments for conventions and conferences, dues and subscriptions etc.

Bassey and Tarpang (2012), in their work, "Capitalized Human Resources Cost and its influence on Corporate Productivity", conducted on ten companies listed on the Nigerian stock exchange with the aid of a questionnaire using an ex-post facto design. The study revealed that acquisition and development cost are important determinants of human resources cost and does significantly influence corporate productivity. The study recommended the companies should use career management programs to assist their employees in career planning.

Effiok, Arzizeh, and Okon (2012) conducted a study titled "The impact of human capital cost on gross domestic product (GDP) in Nigeria" the study aimed at determining the extent to which human capital cost influences gross domestic product in Nigeria. Until now, human resource was treated as expenses and written off in profit and loss account. The research adopted a survey design for the study. The data collected were tabulated and analyzed using the Ordinary Least Square (OLS). The study revealed that human capital costs mirrored by acquisition, development, remuneration and protection costs do affect significantly gross domestic product in Nigeria. The study recommended that there is urgent need for the installation and maintenance of total quality management in Nigeria to enable it remains competitive in the global market. This is because employee's education, training and development are the key vehicle for building the economy and employee's capabilities. Finally, government should try to understand and appreciate the value of human capital as it is the most important determinant of it success.

Perera and Thrikawala, (2012) investigated the influence of human capital investment on financial performances of companies in Sri Lanka. In order to achieve the objective of the study, financial information was obtained from the listed companies' audited annual accounts and reports under Colombo Stock Exchange for the period of 2 years from 2009 to 2010 was used. Sample of the study was selected as 40 companies listed under Colombo Stock Exchange. Correlation coefficient was used as a method of data analysis. Findings revealed that there is a significant relationship between investment in human capital and firm financial performances.

Zohreh and Safar (2011) conducted a study on effect of human capital on profitability and market value in a sample of Iranian firms. Eight industries in Tehran Stock Exchange from 2005 to 2009 were selected. Then a sample including 60 companies was selected by systematic filtering sampling method. The Multivariate Regression Model and Panel Least Square method (with Fixed Effects) were used. The results showed that there is a signification relation between human capital values with market values of companies. But there is no correlation between human capital value and profitability. In other words, although human capital value is not manifested in financial performance index (profitability), but market considers values for these assets.

Yusuf (2011) assessed the impact of human capital investment on the performance of Nigeria banks. The study covers banks quoted on the Nigerian stock exchange as at 2005. A sample size of 6 banks was obtained; 2 from the old generation and 4 from the new generation bank. Secondary source of data was used for the data collection, salaries and allowances were used as the proxy for human capital investment while Market price per share, Earning per share and Book Value per share were used as the proxies of performance. Regression was used to test the hypotheses. The study found that there is significant relationship between MPS and human capital investment; there is a significant relationship between BVS and human while there is no significant relation between EPS and human capital. The study also found that human capital investment has positive impact on the efficiency of banks' employees. The study recommends, among others, that banks should increase human capital investment in order to increase their MPS and BVS. In addition, there is need for Nigerian banks to ascertain the level of human capital that can be seen to be optimal so that redundancy and under utilisation would not be encouraged.

Numerous scholars have conducted researches on the relationship or influence of human resources accounting on companies' financial performance. Human resource investment, measurement, disclosures and profitability were used as variables none of the studies considered human resources cost efficiency or optimization, majority of the studies adopted questionnaires for data collection to measure influence of human resources accounting on firms' financial performance.

Again the methodologies or techniques adopted are not sufficient to cross-examine research data. And more importantly, based on empirical literature reviewed no study has examined the combined contribution of human resources cost and human resources efficiency on quoted Nigerian firms' financial performance.

Hence, this study tries to fill the gap by investigating the contributions of human resource valuation on financial performance of selected listed companies in Nigeria. This research work also gives attention to relevant theories, variables and methodology in order to have good external validity.

3. METHODOLOGY

This research work adopts an ex-post facto or causal-comparative research design. This design is very appropriate where it is not possible for the researcher to directly manipulate the independent variable, (Onyeizugbe, 2013). This study was carried out in Nigeria. Nigeria is located in the south western part of West Africa; it shares boarders with the Republic of Benin in the West, Chad and Cameroon in the East, and Niger in the North. Its coast lies on the Gulf of Guinea in the South and it boarders Lake Chad to the North East. It has an estimated land area of about 15, 000 sq.km. The total population in Nigeria was estimated at 142 million people according to the latest census figure (Nigeria Population Census, 2006). The administrative headquarters of the country is the Federal Capital Territory (FCT), and there are thirty-six states in Nigeria (www. population.gov.ng).

The population of the study refers to the totality of all the elements or variables under study (Nworgu, 2012).The population of this study consist of 186 companies listed on the 12 sectors of Nigerian Stock Exchange (NSE).The non-probability convenience sampling technique was adopted for convenience and to determine the number of firms that will be selected for the study; this selection will be based on availability of firm's financial statements. The sample size consists of twenty-four listed companies drawn out of 186 listed companies. Convenience sampling technique was adopted for relative ease of access and availability of data needed for the study (Wiederman, 1999). These firms were selected because of availability and ease of getting their financial information; and they consist of companies that deal on production of goods and services, see Table 3.1.1 for details.

We also adopted the sampling method of Tabachnick and Fidell (2007) in determining our observations, that is, $n \geq 50 + 8m = 50 + 8(3) = 74$, that is, our sample size (that is, pooled regression observations) should not be less than 74. In order to have a good regression analysis result or good fit. M represents number of regressors in the model.

Table 3.1.1: Manufacturing companies selected from three sectors as the sample size.

S/N	Names Of Companies	Sector	Sub-Sector
1	Flour mills Plc.	Consumer goods	Food product (diversified)
2	Unilever Nigeria Plc.	Consumer goods	Food product (diversified)
3	Northern Nigeria flour mills Plc.	Consumer goods	Food product (diversified)
4	Nascon allied industries Plc.	Consumer goods	Food product (diversified)
5	Cadbury Nigeria Plc.	Consumer goods	Beverages (non-alcoholic)
6	Dangote sugar refinery Plc.	Consumer goods	Beverages (non-alcoholic)
7	Nestle Nigeria Plc.	Consumer goods	Beverages (non-alcoholic)
8	International breweries Plc.	Consumer goods	Beverages (alcoholic)
9	Nigerian breweries Plc.	Consumer goods	Beverages (alcoholic)
10	Champion breweries Plc.	Consumer goods	Beverages (alcoholic)
11	Paints and coatings manufactures Plc.	Industrial goods	Building materials
12	Ashaka cement Plc.	Industrial goods	Building materials
13	Berger paints plc.	Industrial goods	Building materials
14	Beta glass plc.	Industrial goods	Building materials
15	Okomu oil palm plc.	Agriculture	Crop production
16	Livestock feeds plc.	Agriculture	Livestock specialists
17	Courtville business solution plc-2015	ICT	Computer Systems & software
18	OMATEK ventures plc.	ICT	ICT Products and Services
19	Computer warehouse group plc.	ICT	Computers and peripherals
20	NCR Nigeria plc.	ICT	Other ICT Products and Services
21	Tripple gee and company plc.	ICT	Other ICT Products and Services
22	Champ plc. ICT	Diversified Com. Services	
23	e-Tranzact international Plc.	ICT	Processing Systems
24	Mass telecommunication plc.	ICT	Telecommunications Services

Source: Nigerian Stock Exchange, (2016)

The study adopts a secondary technique of data collection. Data were collected from the audited annual accounts and reports of the selected quoted companies, the annual accounts and reports selected will cover the period of seven years, that is, from 2011 to 2016. The instrument is valid and reliable since they have been signed by the management of the firms, approved by the security and exchange commission, and other scholars have used the annual audited financial statements to carry out related study, therefore the instrument is deemed to be valid.

The study adopts standardized multiple linear regression (Ordinary Least Square-OLS) and Karl Pearson Product Moment Correlation Coefficient-(PPMCC) to analyse data via SPSS version 23. The study involved time series and cross-sectional data (that is, six time series and twenty-four listed companies which is one hundred and forty-four (144) observational pooled data). Our theoretical expectation **(Aprior)** that is, $\beta1$ to $\beta10 \geq 0$ and the data conform to the standardized multiple linear regression assumptions that is, linearity, homoscedasticity, normality and independence of data. The graphs is within the acceptable limits; tolerance value should not be less than 0.10 (10%), variance inflationary factor (VIF) should not be greater than 10, otherwise possible multicolinearity; Durbin Watson statistics should be within the range of 1-3, (Gujarati, Porter & Gunasekar, 2012; Kothari, & Gaurav, 2014; Tabachnick & Fidell, 2007) see Appendix-I for more details. The decision is based on 5% level of significant. Accept null hypothesis (H0) if probability value (i.e. P-value or Sig.) calculated is greater than or equals to (≥) stated 5% level of significance (α); otherwise, reject and accept alternate hypothesis (Ha), if p-value or sig calculated is less than 5% level of significance (Osisioma, Egbunike & Jesuwunmi, 2015).

Model specification and Variables Measurement

Financial Performance (FP) =ƒ (Human resource valuation-HRV)

Financial Performance is a function of Human resource valuation-HV

Introduce the surrogates (i.e. proxy variables)

FP-(ROIit, GPMit ATOit, ROEit, NPMit) = ƒ (HRV-HRCit, HCEit)…..eqn.1

Financial performance is proxy by ROI, GPM, ATO, ROE, NPM, while human resource valuation is proxy by HRC, HCE

ROIit =Đ0 + β1HRCit + β2HCEit…….eqn.2

GPMit = Đ1 + β3HRCit + β4HCEit …..eqn.3

ATOit =Đ2 + β5HRCit + β6HCEit….eqn.4

ROEit = Đ3 + β7HRCit + β8HCEit …..eqn.5

NPMit = Đ11 + β9HRCit + β10HCEit …..eqn.6

Note: equation2 to 6 are deterministic or mathematical models;

Introduce the stochastic random variable (error term) into the model.

ROIit =Đ0 + β1HRCit + β2HCEit + Đit…...eqn.7

GPMit = Đ1 + β3HRCit + β4HCEit + Đit….eqn.8

ATOit = Đ2 + β5HRCit + β6HCEit +Đit….eqn.9

ROEit = Đ3 + β7HRCit + β8HCEit + Đit…..eqn.10

NPMit = Đ4 + β9HRCit + β10HCEit + Đit…..eqn.11

Note: equation2 to 6 are deterministic or mathematical models; equations 7 to 11 are multiple linear regression models or econometric models.

Table3.1.2: Variables measurement and nomenclature

S/N	Names & Codes	Measurement	Variable type
1	Financial Performance-FP	FP=ROI, GPM, ATO, ROE, NPM	Latent-Endogenous
2	Return on investment –ROI	ROI = Earnings before Interest Tax Depreciation Amortization(EBITDA) ÷ [Total Assets - current liability OR share capital + long-term liability]	Observed/measured endogenous
3	Gross profit margin –GPM	GPM= [Gross profit ÷ total revenue (income)] *100	Observed endogenous
4	Asset turnover ATO	ATO = Revue(sales)/total asset	Observed/ explained
5	Return on equity ROE	ROE= Earnings after tax (EAIT) ÷ number of outstanding ordinary shares	Observed/ explained
6	Net profit margin NPM	NPM= [Net after profit ÷ total revenue (income)] *100	Observed/ explained
7	Human Resource Valuation-HRV	HRV= HRC, HCE	Latent/hidden exogenous
8	Human resource cost-HRC	HRC= human resource development and acquisition cost	Observed/measured exogenous
9	Human capital efficiency-HCE	HCE= Value Added÷ Human Capital	Observed exogenous
10	β1-8	Regression coefficient	Parameter
11	Đ0-4 (Gandia)	Intercept /constant term	Parameter
12	Đ	Functional notation	
13	I	Individual firms	
14	T	Time/ year	

Source: Nigerian Stock Exchange, (2016)

The panel data methodology is adopted because the study combined time series and cross-sectional data, that is, twenty-four cross-sectional observations for each year and six time series for each listed companies on regressor and explained variables, a total of one hundred and forty-four (144) pooled observations.

A panel data set has multiple entities each of which has repeated measurements at different time periods, Hill (2009). Panel data give more informative data, more degrees of freedom and more efficiency. They also provide ways of dealing with diverse data and examine fixed and random effects on the longitudinal data.

4. Data Analysis and Results

4.1 Answers to Research Questions

i. To what extent is the joint impact of human resource cost (HRC) and human capital efficiency (HCE) on return on investment (ROI) of Nigeria listed firms?

Table-4.1.1: Multiple regression analysis model summary of human resource valuation surrogates' prediction on ROI of listed Nigerian firms.

R	R^2	Adj. R^2	Std. Error of the Estimate
.440	.194	.180	.107871

Source: Researcher's computation using SPSS version-23

The multiple regression result of the study is presented in table 4.1.1. The regression result in Table 4.1.1 is run by taking ROI as explained variable and human resources valuation surrogates as regressors. The regression output reveals that the regressand is well explained by the predictors in the model with R-square and adjusted R-square of .194 and .180 (18%) respectively. While the unexplained variation in the model, that is, error term or stochastic random variable (Đ) had captured .820 or 82% variations.

ii. What is the joint impact of human resource cost (HRC) and human capital efficiency (HCE) on gross profit margin (GPM) of Nigeria listed firms?

Table-4.1.2: Multiple regression analysis model summary of HRC and HCE prediction on GPM of listed Nigerian firms.

R	R^2	Adj. R^2	Std. Error of the Estimate
.604	.365	.354	.219453

Source: Researcher's computation using SPSS version-23

The multiple regression result of the study is presented in table4.1.2. The regression result in Table 4.1.2 is run by taking GPM as explained variable and HRV surrogates as regressors. The regression output reveals that the regressand is well explained by the predictors in the model with R-square and adjusted R-square of .365 and .354 respectively. While the error term or stochastic random variable (Đ) had explained .646 or 64.6% variations in the model.

iii. What is the joint impact of human resource cost (HRC) and human capital efficiency (HCE) on asset turnover (ATO) of Nigeria listed firms?

Table-4.1.3: Multiple regression analysis model summary of HRC and HCE prediction on ATO of listed Nigerian firms.

R	R^2	Adj. R^2	Std. Error of the Estimate
.356[a]	.126	.111	93.228808

Source: Researcher's computation using SPSS version-23

The multiple regression result of the study is presented in table 4.1.3. The regression result in Table 4.1.3 is run by taking ATO as explained variable and HRV surrogates as explanatory variables. The regression output reveals that the regressand is explained by the predictors in the model with R-square and adjusted R-square of .126 and .111 respectively. While the unexplained variations that is, error term or stochastic random variable (Đ) had captured .889 or 88.9% variations in the model.

iv. What is the joint impact of human resource cost (HRC) and human capital efficiency (HCE) on return on equity (ROE) of Nigeria listed firms?

Table-4.1.4: Multiple regression analysis model summary of HRC and HCE prediction on ROE of listed Nigerian firms.

R	R^2	Adj. R^2	Std. Error of the Estimate
.263[a]	.069	.053	.706091

Source: Researcher's computation using SPSS version-23

The multiple regression result of the study is presented in table4.1.4 the regression result in Table4.1.4 is run by taking ROE as a dependent variable and HRV surrogates as regressors. The regression output reveals that the regressand is explained by the predictors in the model with R-square and adjusted R-square of .069 and .053 respectively. While the unexplained variation by the model, that is, error term or stochastic random variable (Đ) had captured .989 or 98.9% variation.

v. What is the joint impact of human resource cost (HRC) and human capital efficiency (HCE) on net profit margin (NPM) of Nigeria listed firms?

Table-4.1.5: Multiple regression analysis model summary of HRC and HCE prediction on NPM of listed Nigerian firms.

R	R^2	Adj. R^2	Std. Error of the Estimate
.188	.035	.019	1.602817

Source: Researcher's computation using SPSS version-23

The multiple regression result of the study is presented in table4.1.5. The regression result in Table4.1.5 is run by taking NPM as a dependent variable and HRV surrogates as regressors. The regression output reveals that the regressand is explained by the predictors in the model with R-square and adjusted R-square of .035 and .019 respectively. While the error term or stochastic random variable (Đ) is .989 or 98.9% variation.

vi. What is the magnitude and directions of associations between human resources cost (HRC) and return on investment (ROI) of Nigeria listed firms?

Table-4.1.6: Karl Pearson Product Moment Correlation Coefficient Statistics between HRV and return on investment (ROI) of listed Nigerian firms.

	Return on investment (ROI)
Pearson Correlation-HRC	.284**
N	120

Source: Researcher's computation using SPSS version-23

Table 4.1.6 had shown the magnitude and direction of relationship or association between human resource cost-HRC and return on investment (ROI) of listed Nigerian firms. It was showed that there is positive relationship (R = .284), that is 28.4%; this shown that there is relationship between the aforementioned variables. Can we conclude that there is insignificant relationship between the variables? This led us to test of hypothesis.

vii. What is the correlation between human resource efficiency (HCE) and return on equity (ROE) of Nigeria listed firms?

Table-4.1.7: Karl Pearson Product Moment Correlation Coefficient Statistics between HCE and return on equity (ROE) of listed Nigerian firms.

	Return on investment (ROI)
Pearson Correlation-HRC	.170
N	120

Source: Researcher's computation using SPSS version-23

Table 4.1.7 had shown the magnitude and direction of relationship or association between human resource cost-HRC and return on equity (ROE) of listed Nigerian firms. It was showed that there is positive relationship (R = .170), that is 17%; this shown that there is relationship between the aforementioned variables. Can we conclude that there is significant relationship between the variables? This led us to test of hypothesis.

4.2 Test of Hypotheses

i. The joint impact of human resource cost (HRC) and human capital efficiency (HCE) on return on investment (ROI) of Nigeria listed firms is not statistically significant.

Table-4.2.1: ANOVA multiple regression analysis model summary of human resource valuation prediction on ROI of listed Nigerian firms.

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Regression	.327	2	.164	14.069	.000	Accept alternate hypothesis (Ha)
Residual	1.361	117	.012			
Total	1.689	119				

Source: Researcher's computation using SPSS version-23

Furthermore, Table 4.2.1 showed that the two explanatory variables (i.e. human resource cost and human capital efficiency) jointly contributed significantly to the prediction of Return on investment (ROI), (F (2, 117) = 14.069, Adj.R2 = .18; P =.000). However, the remaining variation not explained by the joint contribution of the human resource valuation surrogates might be accounted for by the effects of extraneous or stochastic random variables. Therefore, the human resource valuation proxy variables were significantly joint contributors to the prediction of listed Nigerian firms' financial performance as proxy by return on investment (ROI) among the firms in Nigeria.

Table-4.2.2: The Relative Contributions (coefficients) of each of human resource valuation proxies to return on investment (ROI) of listed Nigerian firms.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks
	B	Std. Error	Beta			
(Constant)	-.286.	094		-3.036	.003	Significant
Human Capital Efficiency	.020	.005.	353	4.054	.000	Significant
Log of Human Resource Cost	.046	.010.	390	4.481	.000	Significant

Source: Researcher's computation using SPSS version-23

The result in Table 4.2.2 showed the beta (β) weights of estimates of the strengths of the causation. The entire human resource valuation proxy variables shown to contribute differentially to return on investment (ROI) among listed Nigerian firms' financial performance; human resource cost and human capital efficiency had contributed positively to the variation in return on investment (ROI) which was statistically significant, HRC β=.390 (t=4.48,p=.000), and HCE β=.353(t=4.054,p=.000) respectively; their independent positive contributions to the prediction of listed Nigerian firms' financial performance proxy by return on investment (ROI) is statistically significant.

ii. The joint impact of human resource cost (HRC) and human capital efficiency (HCE) on gross profit margin (GPM) of Nigeria listed firms is not statistically significant.

Table-4.2.3: ANOVA Multiple regression analysis model summary of HRV prediction on GPM of listed Nigerian firms.

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Regression	3.241	2	1.621	33.650	.000	Accept alternate hypothesis (Ha)
Residual	5.635	117	.048			
Total	8.876	119				

Source: Researcher's computation using SPSS version-23

In addition, Table 4.2.3 showed that the two explanatory variables (i.e. human resource cost and human capital efficiency) jointly contributed significantly to the prediction of gross profit margin (GPM), (F(2, 34) = 33.65, Adj.R2 = .354; P=.000). However, the remaining variation not explained by the joint contribution of the human resource valuation surrogates might be accounted for by the effects of extraneous or stochastic random variables. Therefore, the human resource valuation proxy variables were significantly joint contributors to the prediction of Nigeria listed firms' financial performance as proxy by gross profit margin (GPM).

Table-4.2.4: The Relative Contributions (coefficients) of each of the Regressors to the Joint Prediction of gross profit margin (GPM) among listed Nigerian firms.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks
	B	Std. Error	Beta			
(Constant)	.321	.192		1.673	.097	Insignificant
Human Capital Efficiency	.074	.010	.586	7.589	.000	Significant
Log of Human Resource Cost	-.014	.021	-.053	-.691	.491	Insignificant

Source: Researcher's computation using SPSS version-23

The result in Table 4.2.4 indicated that the beta (β) weights of estimates of the strengths of the causation. The entire human resource valuation proxy variables shown to contribute differentially to gross profit margin (GPM) of Nigeria listed companies; human capital efficiency and human resource cost had contributed both positively and negatively to the variation in gross profit margin (GPM) which were statistically significant and insignificant to listed companies' financial performance, HCE β=.586(t=7.589,p=.000) and HRC β=-.053(t=-.691,p=.491), respectively; their independent contributions to the prediction of the regressand is statistically differ to listed Nigerian firms' financial performance proxy by gross profit margin (GPM).

iii. The joint impact of human resource cost (HRC) and human capital efficiency (HCE) on asset turnover (ATO) of Nigeria listed firms is not statistically significant.

Table-4.2.5: ANOVA Multiple regression analysis model summary of HRV prediction on ATO of listed Nigerian firms.

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Regression	147127.660	2	73563.830	8.464	.000	Accept alternate hypothesis (Ha)
Residual	1016918.453	117	8691.611			
Total	1164046.113	119				

Source: Researcher's computation using SPSS version-23

In addition, Table4.2.5 showed that the two explanatory variables (i.e. human resource cost and human capital efficiency) jointly contributed significantly to the prediction of asset turnover (ATO), (F (2, 117) =8.45, Adj.R2 = . .011; P=.000). However, the remaining variation not explained by the joint contribution of the human resource valuation surrogates might be accounted for by the effects of extraneous or stochastic random variables. Therefore, the human resource valuation proxy variables were significantly joint contributors to the prediction of Nigeria listed firms' financial performance as proxy by asset turnover (ATO).

Table-4.2.6: The Relative Contributions (coefficients) of each of the Regressors to the Joint Prediction of ATO among listed Nigerian firms.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks
	B	Std. Error	Beta			
(Constant)	-209.536	81.391		-2.574	.011	Significant
Human Capital Efficiency	-6.321	4.168	-.137	-1.517	.132	Insignificant
Log of Human Resource Cost	28.439	8.908	.289	3.192	.002	Significant

Source: Researcher's computation using SPSS version-23

The result in Table4.2.6 indicated that the beta (β) weights of estimates of the strengths of the causation. The entire human resource valuation proxy variables shown to contribute differentially to asset turnover (ATO) of Nigeria listed companies; human resource cost and human capital efficiency had contributed both positively and negatively to the variation in asset turnover (ATO) which were statistically insignificant to listed companies' financial performance, HRC β=.289(t=3.192,p=.002), and HCE β=-.137(t=-1.517,p=.132) respectively; their independent contributions to the prediction of the regressand is statistically differ to listed Nigerian firms' financial performance proxy by asset turnover (ATO).

iv. The joint impact of human resource cost (HRC) and human capital efficiency (HCE) on return on equity (ROE) of Nigeria listed firms is not statistically significant.

Table-4.2.7: ANOVA multiple regression analysis model summary of HRV prediction on ROE of listed Nigerian firms.

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Regression	4.337	2	2.169	4.350	.015	Accept alternate hypothesis (Ha)
Residual	58.332	117	.499			
Total	62.669	119				

Source: Researcher's computation using SPSS version-23

In addition, Table4.2.7 showed that the two explanatory variables (i.e. human resource cost and human capital efficiency) jointly contributed significantly to the prediction of return on equity (ROE), (F (2, 117) = 4.350, Adj.$R2$ = .053; P=.015). However, the remaining variation not explained by the joint contribution of the human resource valuation surrogates might be accounted for by the effects of extraneous or stochastic random variables. Therefore, the human resource valuation proxy variables were significantly joint contributors to the prediction of Nigeria listed firms' financial performance as proxy by return on equity (ROE)

Table-4.2.8: The Relative Contributions (coefficients) of each of the Regressors to the Joint Prediction of return on equity (ROE) among listed Nigerian firms.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks
	B	Std. Error	Beta			
(Constant)	-1.352	.616		-2.193	.030	Significant
Human Capital Efficiency	.079	.032	.234	2.497	.014	Significant
Log of Human Resource Cost	.152	.067	.210	2.248	.026	Significant

Source: Researcher's computation using SPSS version-23

.The result in Table 4.2.8 indicated that the beta (β) weights of estimates of the strengths of the causation. The entire human resource valuation proxy variables shown to contribute differentially to return on equity (ROE) of Nigeria listed companies; human resource cost and human capital efficiency had contributed positively to the variation in return on equity (ROE) which were statistically significant to listed companies' financial performance, HRC β=.210(t=2.248,p=.026), and HCE β=.234(t=2.497,p=.014) respectively; their independent contributions to the prediction of the regressand is statistically significant to listed Nigerian firms' financial performance proxy by return on equity (ROE).

v. The joint impact of human resource cost (HRC) and human capital efficiency (HCE) on net profit margin (NPM) of Nigeria listed firms is not statistically significant.

Table-4.2.9: ANOVA multiple regression analysis model summary of HRV prediction on NPM of listed Nigerian firms.

	Sum of Squares	df	Mean Square	F	Sig.	Decision
Regression	11.035	2	5.517	2.148	.121	Accept alternate hypothesis (Ha)
Residual	300.576	117	2.569			
Total	311.611	119				

Source: Researcher's computation using SPSS version-23

In addition, Table 4.2.9 showed that the two explanatory variables (i.e. human resource cost and human capital efficiency) jointly contributed insignificantly to the prediction of net profit margin (NPM), (F (2, 117) = 2.148, Adj.R2 = .019; P=.121). However, the remaining variation not explained by the joint contribution of the human resource valuation surrogates might be accounted for by the effects of extraneous or stochastic random variables. Therefore, the human resource valuation proxy variables were insignificant joint contributors to the prediction of Nigeria listed firms' financial performance as proxy by net profit margin (NPM).

Table-4.2.10: The Relative Contributions (coefficients) of each of the Regressors to the Joint Prediction of net profit margin (NPM) among listed Nigerian firms.

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks
	B	Std. Error	Beta			
(Constant)	-.956	1.399		-.684	.496	Insignificant
Human Capital Efficiency	.148	.072	.197	2.072	.040	Significant
Log of Human Resource Cost	.088	.153	.055	.573	.568	Insignificant

Source: Researcher's computation using SPSS version-23

The result in Table 4.2.10 indicated that the beta (β) weights of estimates of the strengths of the causation. The entire human resource valuation proxy variables shown to contribute differentially to net profit margin (NPM) of Nigeria listed companies; human resource cost and human capital efficiency had contributed both negatively and positively to the variation in net profit margin (NPM) which were statistically insignificant to listed companies' financial performance, HRC β=-.519(t=-1.240,p=.224), and HCE β=.630(t=1.505,p=.142) respectively; their independent contributions to the prediction of the regressand is statistically insignificant to listed Nigerian firms' financial performance proxy by net profit margin (NPM).

vi. What is the magnitude and directions of associations between human resources cost (HRC) and return on investment (ROI) of Nigeria listed firms?

Table-4.2.11: Karl Pearson Product Moment Correlation Coefficient Statistics between HRC and return on investment (ROI) of listed Nigerian firms.

	Return on investment (ROI)
Pearson Correlation-HRC	.284
Sig. (2-tailed) .	002
N	120

Source: Researcher's computation using SPSS version-23

Table 4.2.11 had shown the magnitude and direction of relationship or association between human resource cost-HRC and return on investment-ROI of listed Nigerian firms. It was showed that there is positive relationship (R = .284), that is 28.4%; this shown that there is relationship between the aforementioned variables. Can we conclude that there is insignificant relationship between the variables? This led us to test of hypothesis. It was showed that there is positive significant relationship (R = .284; p=.002). We therefore, accept the null hypothesis (HO) and reject the alternate hypothesis (Ha) and conclude that the degree and direction of relationship between return on investment (ROI) and human resource cost (HRC) among the listed Nigerian firm is significant.

vii. The correlation between human capital efficiency (HCE) and return on equity (ROE) of Nigeria listed firms is not statistically significant.

Table-4.2.12: Karl Pearson Product Moment Correlation Coefficient Statistics between HCE and return on equity (ROE) of Nigeria listed firms.

	Return on equity (ROE)
Pearson Correlation-HCE	.170
Sig. (2-tailed)	.063
N	120

Source: Researcher's computation using SPSS version-23

Table 4.2.12 presents the magnitude and direction of relationship or association between human capital efficiency-HCE and return on equity-ROE of listed Nigerian firms. It was revealed that there is positive relationship (R = .170), that is 17%; this shown that there is relationship between the aforesaid variables. Can we wrap up that there is insignificant relationship between the variables? This led us to test of hypothesis. It was showed that there is positive significant relationship (R = .170; p=.063). We therefore, accept the null hypothesis (HO) and reject the alternate hypothesis (Ha) and conclude that the degree and direction of relationship between return on equity (ROE) and human capital efficiency (HCE) among the listed Nigerian firm is not significant.

4.4 Discussion of findings

Human resource valuation proxy variables were significantly joint contributors to the prediction of listed Nigerian firms' financial performance as proxy by return on investment (ROI) among the firms in Nigeria. Human capital efficiency and human resource cost have positive significant impact on profitability. This result is consistent with the findings of (Adebawojo e tal, 2015; Agbiogwu, e tal, 2016; Kwarbai & Akinpelu ; Okpako, Atube, & Olufawoye, 2014; Olayiwola, 2016; Omodero, e tal, 2016; Prosvirkina, 2014) who agreed that human assets or capital had positive impact on organizational profitability but this result is not aligning with the findings of (Ahmadu, 2013; Izedonme, Odeyile & Kuegbe, 2013; Khadijeh & Arash, 2014), their results revealed that human assets or investment in human has no significant impact of effect on firms' financial performance.

Furthermore, human resource cost and human capital efficiency were significantly joint contributors to the prediction of gross profit margin (GPM), asset turnover (ATO), and return on equity (ROE) this corroborated with the findings of (Bassey & Tarpang, 2012; Kwarbai & Akinpelu ; Okpako, Atube, & Olufawoye, 2014; Olayiwola, 2016; Prosvirkina, 2014) they discovered that human resource accounting surrogates substantially influenced companies' or organizational profitability but this deviate from the results of (Izedonme, Odeyile & Kuegbe, 2013; Khadijeh & Arash, 2014) who reported that human value or human capital has no significant positive impact on companies' profitability. In addition, human capital efficiency has negative insignificant effect on asset turnover (ATO) this result is similar to the findings of Ahmadu (2013) who discovered that human capital efficiency has no significant impact on profitability of Nigerian banks. While human resource cost has positive significant impact on asset turnover (ATO) this result has been corroborated with the findings of Omodero, Alpheaus, and Ihendinihu, (2016) they reported that human resource cost have positive and significant effect on profitability of Nigerian firms.

In summary, human capital efficiency (HCE) has positive significant effect on four of the financial performance surrogates except the negative insignificant effect it had on asset turnover (ATO) while human resource cost (HRC) has significant impact on three of the financial performance surrogates but it has insignificant positive and negative impact on net profit margin (NPM) and gross profit margin (GPM) respectively.

The degree and direction of relationship between return on investment (ROI) and human resource cost (HRC) is significant. This finding is substantiated by the results of (Ayanda, Lawal & Ben-Bernard, 2014; Edom, Inah, Adanma, & Eyisi, 2015; Ifurueze et al, 2015; Olowolaju, & Oluwasesin, 2016) they all reported that there is a positive relationship between the indicators of human resource cost (acquisition, training, development etc.) and organizational financial performance. But this result did not aligned with the findings of (Zohreh & Safar, 2011; Yusuf, 2011) they reported that there is no correlation between human resource /capital value and firms' profitability. While degree and direction of relationship between return on equity (ROE) and human capital efficiency (HCE) among the listed Nigerian firm is not significant. This findings is supported by the findings of (Yusuf, 2011; Zohreh & Safar ,2013) but negated by the result of Parham and Heling, (2015) who observed that there is positive significant relationship between human capital efficiency and organizational profitability.

Finally our empirical results show that the prediction of human resource valuation surrogate had moderately predicted the listed Nigerian companies' financial performance proxy variables.

5. Implications, Conclusion and Recommendations

5.1 Implications of Findings

From the empirical results we are able to infer that human resource valuation proxy variables have both positive and negative impact on the financial performance proxy variables. Holding all other factors constant, the additional change in human resource cost (HRC) or human capital efficiency (HCE) will lead to increase in return on investment (ROI) to the tune of thirty-nine percent (39%) and thirty-five point three percent (35.3%) respectively. They are both statistically significant to listed companies' performance in Nigeria respectively. This can be represented in a model form ROIit = -.286 + .390HRCit + .353HCEit + Đit…... the fitted model.

Likewise, for return on equity "ceteris paribus" that is all things being equal, one marginal change in human resource cost (HRC) or human capital efficiency (HCE) will cause a significant change of twenty-one percent (21%) and twenty-three point four percent (23.4%) respectively. This can be depicted in an econometric model. ROEit = -1.352+ .210HRCit + .234HCEit + Đit…..fitted model.

While additional change in human resource cost (HRC) or human capital efficiency (HCE) holding all other variable constant will lead to insignificant decrease or significant increase in gross profit margin (GPM) to the tune of minus five point three percent (-5.3%) or fifty-eight point six percent (58.6%) respectively. This can be illustrated in a model form. GPMit = .321 -.053 HRCit + .586 HCEit + Đit…fitted model.

The same also applicable to asset turnover, any additional change in human resource cost (HRC) or human capital efficiency (HCE) will to a significant increase of 28.9% and insignificant decrease of -13.7% in asset turnover (ATO), this can be fitted thus: ATOit = Đ2 + .289HRCit -.137HCEit +Đit… regression line.

Finally, an additional change in human

resource cost (HRC) or human capital efficiency (HCE) will lead to an insignificant increase of 5.5% and a significant increase of 19.7% in net profit margin (NPM) of selected listed Nigerian companies' financial performance. This can depicted in a model form NPMit = -.956 + .055HRCit + .197HCEit + Đit…line of best fit.

The degree and direction of relationship between return on investment (ROI) and human resource cost (HRC) among the listed Nigerian firm is significant. This shows both variable move in the same positive direction at higher magnitude, that is, as one variable increases the other also increase which is significant; likewise, the degree and direction of relationship between return on equity (ROE) and human capital efficiency (HCE) among the listed Nigerian firms move in the same positive direction but at low magnitude.

The implications of the model stated above that captains of industries or managers should increase human capital investment in order to enhance or improve their organizational profitability and efficiency. Furthermore, managers need to ascertain the level of human resources cost/asset that will yield maximum human capital efficiency that can be seen to be optimal so that under utilisation of employee would be eliminated.

5.2 Conclusion

Human resource valuation surrogates significantly influenced financial performance of selected companies listed on the Nigerian Stock Exchange and companies that place more emphasis on human resource valuation or accounting, and maintaining, treating it as a pure asset will have motivated work force. Furthermore, investments in human resources have positive optimal effects on profitability and activity ratios of firms and as such the firm will have commitment towards development of employees and providing conducive working atmosphere to improve employees' productivity and organisational financial performance.

Capitalizing human resource cost or human asset would positively impact on financial performance of organizations and disclosure as intangible asset in the statement of financial position; will boost the morale of the employees or workers; thereby permitting or allowing the managers, captains of industry, shareholders to make informed decisions about their human assets or capital in order to avoid redundancy of valuable human asset. This is the only through path towards comprehensive business information goal congruence. Finally, human resource accounting information of an organization is crucial factor for decision makers in an era of competitive economy.

5.3 Recommendations

Based on the empirical findings of the study, the following recommendations were submitted:

i. Nigerian listed companies should minimize their human resource cost or human investment in order to create optimality by increase their human capital efficiency.

ii. Human resource cost should include all the expenses incurred on enhancing knowledge, education, expertise and skills of employees. This may involve salaries and wages, training and development, payments for conventions and conferences, dues and subscriptions etc.

iii. Nigerian listed companies should capiltalised their human resource cost to augment their financial performance. Also this will enable the shareholders to know the total human asset value of the organization and the manager can also make accurate, timely and informed decision.

iv. Nigerian listed companies should inculcate the culture of capitalising and reporting all investment on human resource that increase human capital efficiency (productivity) and organizational financial performance, so that, the rate at which asset is utilized to generate income can be determined by management and other stakeholders.

v. Financial Reporting Council of Nigeria and other relevant agencies should create accounting standard for human resource accounting measurement as it would ensure uniformity in disclosures and a reliable comparison of human resource value.

5.4 Contribution to Knowledge

The exceptionality of this study is that the study develops a conceptual model on human resource valuation theoretical framework in order to introduce significant insight from different fields, so that, the concept of human resource valuation can be properly understood. The study estimates the Nigerian listed companies' financial performance model which is proxy by return on asset (ROI, GPM, ATO, ROE and NPM) in order to establish the validity of the estimated model through F-test, t-test, Durbin Watson and Variance Inflationary Factor (VIF) statistics.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Change Management Strategies- South American Region

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Introduction

The South American region has metamorphosed as one of the newest markets as a result of economic strategy modifications introduced in the 1990s. Privatization, deregulation, and regional economic amalgamation have unleashed the thoughts and drives of the continent's industrialists and attracted the responsiveness of foreign stakeholders, while swelling commodities exports have enhanced the economies of such nations as Brazil (iron ore), Chile (copper), Bolivia (tin), and Venezuela (oil) One industry directly wedged by these rule changes is telecommunications. Once the quiet preserve of wasteful and overstaffed state-owned initiatives, the business has become a lure for new companies and new skills.

The most forceful competitor is Telefónica SA. Telefónica's executives knew all too well the difficulties of state-owned telecommunications monopolists, for Telefónica was just such a firm in its past semblance as government run Telefónica de España. Telefónica de España first attained its monopoly business on telephone services in Spain in 1924. Originally privately maintained, the company was nationalized in 1945, with the government holding outright 41 percent of the business's shares.

Thesis Statement : Investigating how the seeds of change that were established in 1986 paved way for Telefónica de España who was ill-equipped to handle the volatile growth in telephone service or the response of criticism emerge as the largest telecommunications provider.

Purpose of Paper: To examine the strategies adopted by Telefónica's leadership in handling and overcoming the risk posed by new entry from European competitors that promised lower prices, and smaller profit margins.

Overview of Paper: A leaner and more economical company developed as leaders cut fat, shed non-profit operations, and drove up investments in new technologies and services. With the EU-directed ending of state telephone cartels, Telefónica's managers challenged a new strategic problem: Should they change the range of their operations? Should they erect a stronghold in Spain and keep out EU competitors, grow into other EU markets, or do something else?

Moreover, as part of its single market resourcefulness, the EU declared that state-sponsored telephone monopolies would be stopped by 1998. Any European telecommunications firm would then be able to deliver service anywhere within the European Union. In analyzing their strategic selections, Telefónica's managers accepted they had a resilient position in Spain, and that local demand for telephone services would continue to develop in the relatively underserved Spanish market. Thus, they sustained the investment in innovative equipment and technologies there.

This methodology has worked: Telefónica has over 13 million indigenous fixed-line subscribers and 24 million cellular clients in its home-based market. Despite the EU's competition order, at the end of 2010 Telefónica kept 69 percent of Spain's fixed-line trade and about 41 percent of its mobile phone market. In measuring their international forecasts, Telefónica's managers decided that the company lacked economical advantage against European competitors like British Telecom and Deutsche Telekom, who had equal if not better access to the modern technology and managerial aptitude. That ruled out confronting other EU markets, at least originally.

However, they noted that many South American nations were about to sell their own state-owned telephone controls, and that financing in these companies made tactical logic. Telefónica did have a economic advantage vis-à-vis local industrialists in accessing technology, capital, and managerial capacity. Moreover, because of language and ethnic ties between Spain and South America, Telefónica assumed it had a viable advantage over any of its European competitors who might wish to enter the South American marketplace.

Telefónica de España threw its raid of the South American market in 1990, when it acquired a marginal interest in Compania de Telefonos de Chile and an agreement to manage the southern part of Argentina's telephone system. In 1995, it purchased a bulk interest in Telefónica del Peru, that country's state-owned monopoly provider of telephone services. A year later it bought 35 percent of a district Brazilian telephone company at a state-sponsored sale. Telefónica also acquired securities in Argentina's largest cable company and a digital satellite TV supplier.

The Spanish government then traded off the last of its ownership position, making Telefónica de España exclusively privately owned. In 1998, the company changed its label to Telefónica SA—and paid $4.9 billion at sale to acquire control of the fixed-line and cellular operations of Telebras, Brazil's former state-owned telephone giant In 2000, Motorola sold its Mexican cellular service operations to Telefónica for $2.6 billion, while in 20Telefónica acquired 50 percent (plus one share) of state-owned Colombia Telecommunicaciones, making it the principal landline provider in that nation as well. All told, Telefónica has spent over $46 billion in South America. It is the biggest telecommunications corporation on that region and now has more landline consumers there— 24 million—than in Spain. Its wireless subsidiary, Telefónica Moviles, has 152 million clients in Latin America. It has followed the same design in each country it has entered: Cut excess payrolls brutally and expand capacity aggressively. For example, it laid off half of the 22,000 employees in its Argentine subsidiary while expanding its network there to 4 million lines. Telefónica's actions in South America have not lacked condemnation, however. Telefónica's strategies have been denounced by indigenous skeptics as "conquistador capitalism." After winning the Telebras auction, it moved speedily to increase service in Brazil's industrial center, São Paulo, while laying off thousands of staffs. This approach of doing more with less boomeranged, as messy interruptions in service led to several grievances.

Minority investors also grumbled that Telefónica charges its South American subsidiaries inflated management fees that decrease the worth of their interests. For example, its Argentine subsidiary pays 4.6 percent of its proceeds to Telefónica for management services provided by the parent company. Minority shareholders have also complained Telefónica's practice of transferring product lines with high development potential from the subsidiaries to the parent. For example, Telefónica formed Terra Networks SA to merge all of its South American Internet operations. It then traded to the public 30 percent of Terra Networks, retained the other 70 percent, and listed it on stock exchanges in Madrid and the United States. As part of this deal, Telefónica relocated the Internet operations of its Chilean subsidiary to Terra Networks for $40 million; minority owners assumed that the price should have been twice that figure. Minority shareholders in other subsidiaries have made related complaints. Similarly, Telefónica has been moving the telemarketing operations of its South American subsidiaries to an umbrella firm in Madrid, disagreeing that they would benefit from the economies of scale that a merged operation would offer.

Telefónica also faces some operational problems. Some are of its own doing: It was forced to pay $8 million in repayments in 1999 to São Paulo customers because of poor service. Others are not: It was forced to take a $300 million write-off for currency losses after Brazil devalued its money in 1998 and a €1.8 billion markdown of its Venezuelan assets in 2010 after the bolivar was devalued. Moreover, changes in government guidelines have increased competitive burdens. For example, Argentina and Peru began to deregulate their telecommunications industries in 2000, ending their dependence on monopoly delivery of telephone service. And Telefónica's achievement has attracted new rivals. In 1999, for instance, BellSouth signed up 1 million cellular phone subscribers in São Paulo, taking nearly 50 percent of that market in only 10 months of operations. But BellSouth directors were unhappy with the venture's success, and in 2004 Telefónica bought BellSouth's Latin American subsidiary for $5.9 billion, thereby excluding a well-funded, technologically sophisticated competitor.

Having built robust bases in Spain and Latin America, in 2005 Telefónica turned its considerations back to Europe. It bought Çesky Telecom, the foremost provider of landline and mobile telecommunications services in the Czech Republic. In 2006, it bought O2, the biggest provider of mobile phone service in the United Kingdom. In 2007 it purchased a marginal position in Telecom Italia. In 2009, it paid €913 million for HanseNet, a German provider of telecommunications services. Telefónica now serves some 51 million European clients outside its Spanish home market. It also bought 5 percent of China Netcom in 2005, the second largest provider of landline service in China. In 2008, it decided to buy an additional 2.2 per- cent of that company for €309 million. After China Unicom acquired China Netcom, Telefónica entered into a tactical cooperation with China Unicom and increased its ownership of that company to 9.7 percent. 'Corporate Conquistadors' is another useful addition and evidence showing the extent of corporate influence over the political dialogues.

Conclusion

Generally, the approach adopted by Telefónica seems to work for the company. In 2010, it earned €10.2 billion on returns of €60.7 billion. Under the direction of César Alierta, the company's CEO since 2000, the company has become the world's second biggest telecommunications business measured by market capitalization. Telefónica now operates in 25 nations, with 41 million landline clients and 223 million mobile phone consumers.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Assessment of ICT Utilization in Accounting Education in Enugu and Anambra States Tertiary Institutions

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Abstract: The study assessed the extent of ICT utilization in accounting education in the tertiary institutions in Enugu and Anambra States. There are varieties of conclusions and the level of utilisation of ICT facilities for teaching accounting courses in tertiary institutions in Enugu and Anambra States seems not to be evidently known. Research questions and hypotheses were formulated. The study adopts descriptive survey research design. The whole populations of 229 lecturers were adopted for the study and questionnaire was used in collecting data from 224 respondents; data were analyzed using Univariate-ANOVA via Statistical Package for Social Sciences (SPSS) version 21. Results indicated that the availability and utilization of ICT in tertiary institutions in Enugu and Anambra States is low, there are no specific differences among challenges confronting ICT utilization in tertiary institutions in Enugu and Anambra States. The study recommends among others that government should make provision for electricity and ICT teaching accounting courses in Anambra and Enugu States' tertiary institutions.

Key words: Assessment, ICT Utilization, Accounting Education, Nigeria.

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1. Introduction

Information Communication Technology (ICT) has developed its dominion over all aspects of our life. Virtually every organization emphasizes on greater importance of computer science and skills. Organizations use ICT to enhance efficiency, effectiveness and improvement of quality in their performance because they believe that the informational technology can provide organizations with valuable opportunities to enhance efficiency and performance (Awm & Quinet, 2002 as in Akbar, Farhad, & Morteza, 2012). It is necessary to state that organizations have not always equal benefit from technology application of ICT system in the same manner. They committed resources such as; money, time and human resources (Akbar, Farhad & Morteza, 2012: Nuan, 2001).

Information and communication technology facilities have been considered to be vital to teaching and learning. The technology assists the achievement of basic skills, expose students to practical workplace environment, and supplement and consolidate what is read in textbooks and journals. Consequently, the Federal Government of Nigeria came up with policies to have it integrated into the educational offerings of schools. These policies include those contained in the National Policy on Education 2004 and 2009, the Nigerian National Policy for Information Technology 2001, all of which emphasize the need to integrate ICT facilities into instruction.

ICT is very useful in the area of learning, business management practices and accounting especially. The accounting curriculum needs ICT not only as tools for communication but also tools for teaching and learning as well as in carrying out researches. Competence in ICT is one of the most crucial factors in the knowledge based economy, whereby newly emerging professional accountant must possess sufficient ICT knowledge and skills; due to the persistent use and indispensability of ICT in the business world. The effective utilization of ICT tools in the teaching and learning of accounting had remained the only challenges of ICT usage among lecturers in Nigeria tertiary institutions. Observed that no meaningful progress will be made in educational sector without adjusting to technological innovations and discoveries, and noted that the universities should put in place effective ICT facilities to enable both the teachers and students have access to internet, e-mail, collaborative software etc. (Ekpenyong, Ogbeide & Omenvibiugie, 2012; IFAC, 2010; Okoli, 2012; Sanusi, 2011)

The Federal Republic of Nigeria in 2009 re-emphasized the need for the integration of ICT in the Nigerian education system. This is the acceptance of the need to go beyond computer to the level of ICT, and the need for infrastructure. Three major objectives among others were emphasized in the Nigerian National Policy for Information Technology. These include to empower youth with ICT skills, to prepare them for competitiveness in a global environment and to integrate ICT into the mainstream of education, and training and establishment of multifaceted ICT, Federal Republic of Nigeria (2004) as in Ikonomwan, (2015) outlined nine major strategies for the attainment of the stated ICT objectives. These are:

i. Making ICT compulsory at all educational institutions.
ii. Developing ICT curricular at all levels of education.
iii. Using ICT in distance learning/education.
iv. Training the trainer scheme for youth corps services on ICT.
v. Giving study grants and scholarships on ICT.
vi. ICT capacity building at the zonal, state and local government levels.
vii. Establishing private and public dedicated ICT institutions.
viii. Working with international and domestic initiative to transfer ICT knowledge.

Notwithstanding the strategies put in place to achieve the objectives of ICT in schools, there still exist inadequacies of ICT facilities utilisation in the school environment. Abdul-salaam (2011) asserted that most schools have either inadequate or no ICT facilities to carter for the ever increasing population of students in the schools. Ajayi and Ekundayo (2009),as in Ikonomwan, (2015) upheld that most schools are not adequately provided with ICT facilities for teaching-learning processes.

In the past years several researchers have studied the application of Information and Communication Technology in the accounting classroom (Apostolou et al, 2001; Watson et al, 2003). Halibi et al (2002) surveyed introductory accounting trainees to determine trainee attitudes towards tele-teaching versus traditional in-class lectures. Most of the research was conducted in developed nations. No present evidence indicates that such research and results has been applied in Enugu and Anambra State, especially with the varying environments and the role of different cultures that affects the introduction, and use of information and communication technology.

A lot of effort had been made by Federal, State, Local government, Organizations and individuals on the provision of ICT in the educational system, still the performance of the accounting students towards exhibiting ICT skills are doubtful. The convergence of ICT concepts and knowledge that were not provided in the existing curriculum used in most accounting education programme in our tertiary institutions have necessitated a mismatch between what the accounting education students received and the technological activities they are expected to perform (Buba, 2011).

These indicate that there are varieties of conclusions towards the use of information and communication technologies in teaching accounting courses in particular. Therefore there is need to ascertain the extent tertiary institutions in Enugu and Anambra States have applied ICT skills in the teaching and learning of accounting in Enugu and Anambra State tertiary institutions. In this study we try to assess or examine the extent ICT utilization by accounting lecturers among tertiary institutions in Enugu and Anambra State. The problem of this study is that the level of utilisation of ICT facilities for teaching accounting courses in tertiary institutions in Enugu and Anambra States seems not to be evidently known. The study has the following research questions and hypotheses formulated for the purpose of achieving the stated objective:

(i) To what extent are the ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra State?

(ii) To What extent do accounting lecturers utilize the ICT facilities for teaching accounting courses in tertiary institutions in Enugu and Anambra States?

(iii) What are the major challenges in the utilization of ICT in teaching accounting courses in tertiary institutions in Enugu and Anambra States?

The following hypotheses which are expressed in their null (HO) forms, and to be tested at 5% level of significance:

(i) Respondents do not differ significantly in their assessment of ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra States.

(ii) There is no significant difference base on respondents' rank and experience in assessment of ICT facilities usage for teaching accounting courses in Enugu and Anambra States.

(iii) Respondents' opinions do not differ significantly base on academic qualification in assessment of ICT utilization challenges in teaching accounting courses in Enugu and Anambra States.

This study is expected to provide a basis for comprehensive knowledge on Information and Communication Technology (ICT) utilization in accounting education in Enugu and Anambra State tertiary institutions. The study will establish the existing gaps between the accounting educators and application of ICT facilities to the teaching and learning of accounting. The output of this study will serve as a reference material for accounting educators, accountancy students, professionals in accountancy, and researchers in ICT. It will serve as a blue-print and guide to the policy maker in the formulation and implementation of tertiary educational policy and curriculum development.

This study will concentrate on determining the extent of utilization of ICT- computer, multimedia, internet facilities, telecommunication and accounting software for teaching of accounting courses in federal, state and private tertiary institutions in Enugu State. The assessment will focus on application of ICT to the teaching of accounting education related functions. The study will cover or involve lecturers in publicly and private owned tertiary institutions, that is, universities, polytechnics, colleges of education that are in Enugu state. The entire tertiary institutions' accounting departments will be the major focus and the entire population will be studied since the number is of a manageable size. This will give room for wider coverage and generalization within the tertiary educational system in Enugu State.

Owing to the fact that accounting courses at the tertiary level provides student with employment opportunities after school or opportunity for higher assignment, it is essential to make them to develop adequate skills and abilities to apply these technologies wherever they will find themselves after education. It has however been observed that most schools do not fully utilise ICT facilities for the teaching of business subjects (Hawking as in Akpanobong, Ukpong & Etim, 2014). This is probably why students are not stimulated to learn practical skills. Utilising ICT facilities in the teaching of business subjects will offer students a wide range of stimulating learning opportunities and build in them practical skills.

The effective utilization of ICT in the teaching and learning of the accounting courses is however beyond the acquisition of resources such as adequate curriculum, instructional strategies, teacher's competence and even the invitation of the experts from our industrial sectors to make the products of the programme achieve the relevant skills needed in the business market. Therefore, it is against this backdrop that the study will assess the ICT utilization performance in accounting education among tertiary institutions in Enugu and Anambra State of Nigeria.

2. Review of Related Literature

2.1 Conceptual Review

2.1.1 Information and Communication Technology (ICT)

This is an umbrella term that includes any communication devise or application, encompassing: radio, television, cellular phones, computer and network hardware and software, satellite systems and so on, as well as the various services and applications associated with them, such as video conferencing and distance learning. (i.e. computer facilities, telecommunication, internet, multimedia and so on). Information and communication technology in the past was known as information technology (IT). However, the inclusion of communication to information technology emphasizes technological growth attributed to communication aspect of new learning technology (Anderson & Glen, 2003). In the view of Anderson and Glen (2003), ICT refers to those technologies that are used to access, gather, manipulate and present or communicate information. These technologies include hardwares e.g. computer and other devices, software application, and connectivity (e.g access to the internet, local networking infrastructure, and video –conferencing).

ICT is the application of computers and telecommunication system in the collection and analysis, processing, manipulating, storage, retrieval, transmission and communication of data in different divergent ways which may include: audio, visual, audio and visual formats (Nwana, 2008). It involves the use of computer, online self-learning packages, chips, satellites, system and other related type of information technologies. ICT is an acronym for computers software, network, satellite link and related systems that allow people to access, create, analyze and exchange information and knowledge in ways that were almost imaginable (Association of African Universities, 2000). Omeje (2009) defined ICT as all kinds of electronic systems that are used in broadcasting, telecommunications and all forms of computer related communication.

The improvement and impact of ICT in education cannot be overstressed; Anao (2002) as in Ikonomwan, (2015) stated that the following features make ICT exceptional, these are:

i. Happening at tremendously swift pace.
ii. Impacting all area of the world.
iii. Impacts of the revolution are being witnessed by all segments of the world.
iv. It seem to be no natural regulations or laws encumbering or governing the pace and direction of the revolution.
v. The need for ICT products and services are unlimited.
vi. The government that has grown up with information technology has developed initiative means of absorbing and exploiting the capabilities that technology offers, sometimes to the bewilderment of the older generation.

This implies that ICT is now introducing divergent needs on education in general and accounting courses. Therefore, a subsequent thought of how accounting courses curriculum are taught in Nigeria tertiary institutions become crucial if our educational practices are to be significant to serve the public needs in this present information era. This can be achieved by deploying ICT in teaching and learning situation to improve and enhance management science students learning, academic proficiency in the work place.

2.1.2 Application of ICT for teaching accounting courses

Computer facilities according to Wikipedia in Nweke (2013) comprised sets of hardware and software. Computer hardware is the physical aspect of the computer as well as peripherals like input, output and storage device that add to the host computer to enhance its abilities. The forms of hardwares and softwares as components of ICT computer facilities are the computer, word processor, Microsoft Excel, Microsoft PowerPoint, database management, CD-ROM, scanner, and printer (Hampton in Akubueze, 2012)

Computer software comprises of application programmes such as word processor, spreadsheet, desktop publisher access, that are used in teaching accounting courses. Effective use of these facilities in teaching enhances the quality of education in several ways, increasing learners' motivation and enjoyment by facilitating the acquisition of basic skills, and by enhancing teacher training. Learning with computer facilities helps in developing technological literacy in use of keyboard, mouse, and use of productivity tools such as word processor, spread sheet, database, and graphic program (Unwin, 2004).

Muir-Herzig as in Ukaoha and Doadu (2009) stressed that computer facilities in the classroom is widely believed to help teachers promote a constructive class environment, and it is viewed by many researcher to have an influential effect in the teaching and learning process. Muir-Herzig in Ukaoha and Doadu further stressed that computers facilities as well as the information produced would go a long way in lightening the burden of teaching in educational sectors.

The computer application such as the computer assisted instruction (CAI) can be used also for distance education, for problem-solving, tutorial drill and practice. Furthermore, the computer manager instruction (CMI) can also be used by lecturers for marking, scoring and for keeping of student records of quizzes, examination and continuous assessment. Wikieducatior (2009) enumerated the following as the uses of computer in education:

a. Inspiring students to express their imagination using paint brush, coral draw and other software packages.

b. Helps in improving pronunciation of student by using microphone, headphone, and special dedication website.
c. Encouraging the students to surf the web pages and gather information via web pages.
d. Instructing the student using power point slides, word document using hyperlinks, creating video, using images albums for better power point slides.
e. Save document as soft copy for future use.
f. Collecting notes and video from the web for instructional purposes.

2.1.3. Application of Multimedia Facilities for teaching accounting courses

Multimedia are those ICT facilities that combine basic types of media into learning environment e.g. video, sound graphic and animation, thus providing a powerful teaching and learning environment (Groot, 2002). Groot further stressed that multimedia in teaching provides students with technical steps needed to produce multimedia document, encourage deep reflective thinking and empower student to create and design rather than absorbing representations created. Ehrlich and Reynolds as in Florio (2005) opined that multimedia is appealing to students of all different learning styles because it creates a diverse educational environment.

Multimedia can change the look and feel of learning by providing an opportunity to reach people of different learning styles, different skill levels, and in different geographical areas, multimedia offers the potential to reduce the learning curve and accelerate the learning process (Ehrlich & Reynolds in Florio,2005). Similarly, Brown and Green (2002) found that students are not only intrigued by how multimedia presents information, they want to use the multimedia facilities themselves.

Adekunmisi(2012) defined multimedia facility as the combination of various digital media types such as text, images, sound and video into an integrated multi-sensory interactive application or presentation to convey a message or information to an audience. Adekunmisi further stressed that the power of multimedia lies in the fact that it is multi-sensory, stimulating the many senses of the audience.

Multimedia facility adds new dimension to learning experiences because concept were easier to present and comprehended with images and animations (Ogunbote & Adesoya, 2006). The forms of multimedia facilities among others are: multimedia projector, teleconferencing, video conferencing, interactive whiteboard, DVD, and slide.

2.1.4. Application of Internet Facilities for teaching accounting courses

Internet is an acronym for international network for communication, and it is the newest and fastest growing part of the age of information and communication technology. Internet is a worldwide connection of computers that is interconnected, and utilizes IP to support communication (Mbaezue, 2010). Hames (n.d) noted that internet facilities are now a global computer network that allows millions of computer around the world to communicate through the telephone system and other communication lines. It is also referred to as the web and the digital information superhighway. Internet add new dimension to the curriculum and provide accounting students with the opportunities to engage in more challenging and life-like activities.

Madusiru (2006) saw internet as a network of networks of millions of computers in the world, communicating and sharing information with each other using the Transmission Control Protocol/Internet Protocol (TCP/IP). Madusiru further stressed that it is an information superhighway that provide unlimited access to a wealth of information on different topics contributed by people throughout the world.

Scholastic (2003) noted that internet facilities are useful for teaching and learning and research in academic setting. Scholastic further stressed that through the internet, exciting materials in forms of lesson materials, simulation, virtual, field trip, and tutorial and so on, relevant to the lesson can be gotten. Nwose (2013) pointed out that internet facilities provide an avenue for a person to sit at his or her computer and exchange information, ideas and interact with others online.

2.1.5. Application of Telecommunication Facilities in teaching accounting courses

Telecommunication facilities enhance communication at a distance by technological means particularly through electrical signals or electromagnetic Waves (Wikipedia, 2014). Most telecommunication facilities offer access to documents and data bases located on the internet. Florida Centre for Instructional Technology (FCIT) (2013) stressed that telecommunication facilities are usually current, providing access to information with very little turnaround time between collection and publication of the information. FCIT(2013) further stressed that through telecommunication facilities the typical classroom is no longer bound by four walls, but open to include interaction among students, teachers, and experts from around the world.

Berenfeld(2011) maintained that with telecommunication facilities mentoring becomes a rich and viable teaching option. Berenfeld further maintained that many sites on the internet, such as professional groups and bulletin boards are responsive to student inquiries. These facilities are: mobile phones, teleconferencing, telex, fax machine, and modem.

The theoretical framework of the study will be anchored on constructivism and behaviourism; constructivism is an approach to teaching and learning based on the premise that cognition (learning) is the result of mental construction. Knowledge is not received from outside, but by reflecting on our experiences, by fitting new information together with what people already know, people construct knowledge in their head. Constructive approach to learning was propounded by Seymour in 1980 (see Bruner, Vygotsky and Feuerstein (n.d) Ezeani & Akpotohwo, 2014; Gagnon & Collay, in Ikonomwan, 2015; Matusevich, 1995; Nwosu and Ogbomo, 2011; Tobias & Duffy, 2009;). This theory holds that the learner's acts as an active participant who should be involved in the structuring of his own learning experiences based on his previously acquired knowledge. This theory also postulates that the learner should be able to relate new learning to the already acquired knowledge. This theory implied that accounting educators should enhance learning activities through careful manipulation of technologies with the learners as active participants; hence the role of an accounting educator is to organize learning experiences and allows learning to take place by providing adequate learning resources required in the world of business.

While behaviourism thought is that free will is illusory, and that all behavior is determined by the environment either through association or reinforcement. This theory was developed by skinner 1938. This theory states that an individual learn better if the environment is controlled by a reinforcing stimulus that will strengthen behavior such as readiness to learn, teaching styles etc.

2.3 Review of Empirical Studies

Studies had being conducted on the subject matter as follows:

Ubulom, Enyekit, Onuekwa and Amaehule (2011) studied the extent of ICT facilities accessibility to business studies teachers in the teaching of business studies in secondary schools in Adoni local government area of River State. Findings from the study revealed that all the respondents disagreed on the ICT facilities accessibility in the teaching of business studies in secondary schools in Andoni local government Area of River state. The study also revealed that all respondents said there is no ICT utilization in the teaching of business studies in secondary school in Andoni Local Government Area of Rivers state. The study of Ubulom, Enyekit, Onuekwa and Amaehule (2011) is related to the present research in that they examined ICT facilities in teaching, and also used questionnaire as data collection instrument. They differ in that Ubulum et al focused on ICT accessibility and utilization for business studies in River State, while the present study focuses on utilization of ICT facilities for teaching of business subjects in accounting education in Enugu and Anambra States tertiary institutions.

Oluwadare (2012) investigated the availability and utilization of ICT facilities in the management of secondary schools in Kaduna. The study was designed to find out the state of ICT facilities availability for the management of schools in Kaduna state, Nigeria, and also to find out the level of ICT facilities utilization in the management of secondary schools in Kaduna state, Nigeria. The study adopted a descriptive survey design. Findings from the study revealed that all the respondents disagreed on the ICT facilities availability in the management of secondary schools in Kaduna state. The study also revealed that all the respondents disagreed on the ICT facilities utilization in the management of secondary schools in Kaduna state. The study of Oluwadare (2012) is related to the present research in that they both examined ICT facilities utilisation, and also they both used questionnaire as data collection instrument. They differ in the sense that Oluwadare's population were principals, while the population for the present study is business subject teachers.

Similarly, Egbri (2012) assessed the use of ICT in teaching and learning of business education in University of Benin. The purpose of the study was to find out the relevance of the use of ICT in business education as a course of study. The research adopted a descriptive survey design. The population of the study comprised 23 business education lecturers and student, and sample of 16 was used for the study. Stratified random sampling technique was used. Closed-ended questionnaire was used for the study. The study revealed that lecturers, instructors and students cannot do much without adequate knowledge of ICT. The study of Egbri (2012) is similar to the present study in that it considered ICT for teaching and learning of business education and they also used questionnaire as data collection instrument. It differs from the present study in that it focused on secondary schools, while the present study focuses on higher institutions.

Adeoluwa, Aboderin and Omodara(2013) appraised educational technology usage in secondary schools in Ondo state. The study was designed to find out the level of teachers application of educational technology in teaching. A total of 400 teachers and principals were randomly selected from 40 secondary schools in the state. The study adopted a descriptive survey design. Findings from the study revealed that teachers were not exposed to the use of educational technology in teaching and learning. They agreed that enough time was not made available to plan the use of educational technology. The study of Adeoluwa, Aboderin and Omodara (2013) is related to the present study in that they appraise educational technology in secondary schools, and they both used questionnaire as data collection instrument, and survey as a research method. They differ as the present study centers on the extent of ICT facilities utilization in Enugu State tertiary institutions.

3. Methodology

3.1 Research Design

This study adopted a descriptive survey design since it intended to bring out the extent of ICT utilization in accounting education in tertiary institutions. The survey design is appropriate when gathering information on the very important issues of community, their opinions, attitudes, motivations and behavior (Olayiwola, 2007; Osuala, 2001 as in Akintonde, 2013). This study was carried out in Enugu and Anambra State. Enugu State is one of the states in the eastern part of Nigeria. The state shares borders with Abia State and Imo State to the south, Ebonyi State to the east, Benue State to the northeast, Kogi State to the northwest and Anambra State to the west. The Enugu coordinates in Nigeria is: 6°30'N 7°30'E. Its capital is Enugu, from which the state – created in 1991 from the old Anambra State – derives its name. It has an estimated land area of about 7,161 km2 (2,765 sq mi). In 2006 National Population Commission (NPC), the State had a population of about 3.28 million people. The administrative headquarters of the State is Enugu and there are 28 local government areas.

Anambra is a state in southeastern Nigeria. The state capital is Awka. Onitsha and Nnewi are the biggest commercial and industrial cities respectively. It is bordered by Delta State to the west, Imo State and Rivers State to the south, Enugu State to the east and Kogi State to the north. The origin of the name is derived from the Anambra River (Omambala) which is a tributary of the River Niger. The indigenous ethnic group in Anambra state are the Igbo (98% of population) and a small population of Igala (2% of the population) who live mainly in the north-western part of the state. Anambra coordinates in Nigeria is 6°20'N 7°00'E.

3.2 Population of Study

The population of this study consists of two hundred and twenty-nine (229) academic staff in sixteen (16) tertiary institutions of the Enugu and Anambra States. The population includes instructors and lecturers that lecture in federal government, state government and private owned tertiary institutions in Enugu State with diverse educational backgrounds and work experiences. As 229 respondents is a manageable size, the population was studied entirely without sampling. The distribution of the population according to tertiary institutions is presented in the Table3.1:

Table3.1: Population distribution of Accounting Departments Lecturers in Tertiary Institutions in Enugu and Anambra States.

S/N	Names of Tertiary Institutions	Ownership Type	No. of Lecturers
1	Caritas University	Private	7
2	Renaissance University	Private	12
3	Our Saviour Institute of Agric Technology (OSISATECH) (Poly)	Private	12
4	Godfrey Okoye University.	Private	13
5	Enugu State University of Science and Technology (ESUT)	State Government	17
6	University of Nigeria Enugu Campus (UNEC)	Federal Government	15
7	Institute Of Management And Technology (IMT) (Poly)	State Government	13
8	Federal College Of Education Eha-Amufu	Federal Government	11
9	Enugu State College of Education Technical	State Government	10
10	National Open University of Nigeria	Federal Government	14
11	Nnamdi Azikiwe University	Federal Government	26
12	Federal Polytechnic Oko	Federal Government	24
13	St. Paul University	Private	7
14	Anambra State University	State Government	16
15	Federal college of Education Umunze	Federal Government	25
16	Tansia University	Private	07
		TOTAL	**229**

Source: Field Survey, 2016.

3.3 Instrument for data collection

A structured questionnaire was used to generate relevant data for this study. The instrument was designed by the researcher with insight from literature reviewed. The instrument is titled: ICT Utilisation Questionnaire (ICTUQ). The questionnaire was divided into two sections; A and B. Section A contained six items on the biographical data of the respondents covering type of ownership, type of tertiary institution, rank, age, educational qualification and work experience. Section B contained 20 items in three clusters B1 to B3 covering the research questions with 8, 7, and 5 items respectively. The instrument is a modified 4-point Resin Likert Scale:

Codes	Interpretation	Codes	Interpretation	Rating point
VHE	Very-High Extent	SA	Strongly agree	4
HE	High Extent	A	Agree	3
LE	Low Extent	D	Disagree	2
VLE	Very Low Extent	SD	Strongly disagree	1

3.4 Validation and Reliability of the Instrument

The face and content validity of the questionnaire were determined by two experts, one from faculty of Education, NnamdiAzikiwe University, Awka, and one from the ICT firm in Enugu State. The researcher presented the research topic, purpose and research questions with the draft instrument to the experts and requested them to consider the structure of the instrument and freely amend it as they deem fit to ensure that the instrument serves its purpose successfully. The experts amend the response options, restructured the instructions and some items as well as added and deleted some. All these were incorporated in the final copy of the instrument which was approved by the supervisor for the study.

The instrument was administered on 20 respondents made of lecturers from tertiary institutions in Anambra State who were not part of the study population. Their responses were subjected to reliability evaluation, using Cronbach Alpha to determine the reliability co-efficient. Cronbach Alpha is generally used for determining the internal reliability of an instrument. According to Adeaga, (2015), Cronbach Alpha estimates correlation of (0.65) or (0.7) of an instrument is reliable. Reliability co-efficient of 0.74 was derived, therefore, the instrument was considered reliable for the study.

3.5 Method of Data Collection and Analysis

Two hundred and twenty-nine (229) copies of the questionnaire were administered directly to the respondents by the researcher. Copies of questionnaire that were completed on the spot were collected immediately, while copies from those who could not respond on the spot were collected later on appointment within a space of two weeks. Repeated visits and phone calls were made to achieve as high response rate. Two hundred and twenty-four (224) questionnaires were retrieved from the respondents. Data from the study were collected, arranged and analyzed with Analysis of Variance-multilevel and factorial design (ANOVA) and arithmetic mean ($\bar{X}$) statistic. The mean score was used to answer the research questions, while the ANOVA was used to test the null hypotheses at five percent (5%) level of significance. The boundary limits of number were used as shown below to facilitate decision making:

3.6 Decision Rule

	Response Options		Rating Point	Boundary Limits
Strongly agree	Very-High Extent	Always	4	3.50 – 4.00
Agree	High Extent	Often	3	2.50 - 3.49
Disagree	Low Extent	Rarely	2	1.50 – 2.49
Strongly Disagree	Very Low Extent	Never	1	1.00 – 1.49

The decision rule was based on the mean rating which was calculated as follows:

(4+3+2+1)/4 = 10/4 = 2.50. Therefore, an item with a mean rating of 2.50 and above shows that the item is high, often, or agrees where the mean rating is below 2.50 it means the mean is low, rarely or disagrees. A null hypothesis will be upheld or accepted if the P-value is equal to or greater than 5% significant level or otherwise reject.

4. Data Analysis

4.1 Respondents' Profile

Table 4.1: The Administration and collection of questionnaire.

S/N	Details	Number of Copies	Percentage (%)
1	Copies Administered	229	100
2	Copies Returned	224	97.82
3	Unreturned Copies/Wrongly Filed	5	2.18

Source: Field Survey, 2016.

The researcher distributed 229 questionnaires randomly to the lecturers in Enugu and Anambra State tertiary institutions out of which 224 copies were successfully retrieved representing 97.82% of the number of questionnaires distributed. While the remaining 5 copies were not returned this portion represents the 2.18% of the unretrieved questionnaires. Table 4.1 gives more details.

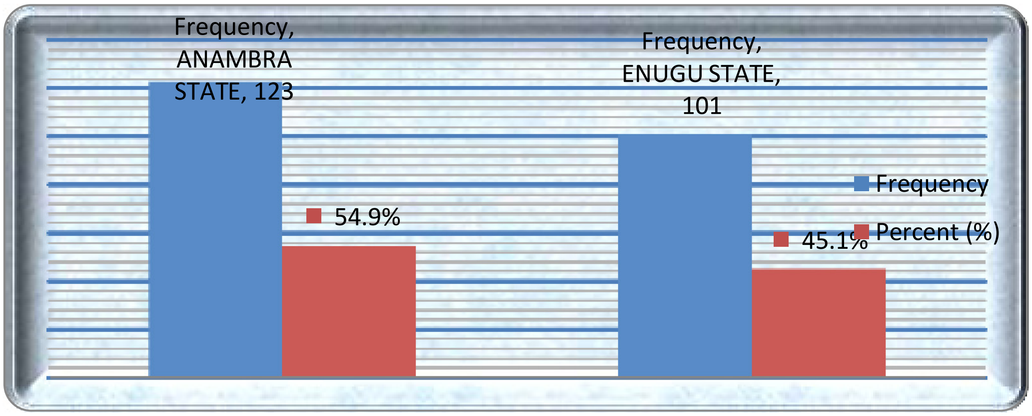
Table 4.2 Description of respondents' state.

STATES	Frequency	Percent (%)
ANAMBRA STATE	123	54.9
ENUGU STATE	101	45.1
Total	224	100

Source: Researcher's computation using SPSS version-21

Table 4.2 and figure 4.2 shown the description of respondents' states, out of 224 lecturers that participated in the study one hundred twenty-three (123) are from Anambra State representing fifty-four point nine percent (54.9%) while the one hundred and one (101) with the corresponding percentage of forty-five point one (45.1%) are from Enugu state. This shows that Anambra State had the higher participants compare to Enugu respondents.

Figure 4.2 Bar-chart description of respondents' state.



Source: Researcher's computation using Excel 2007.

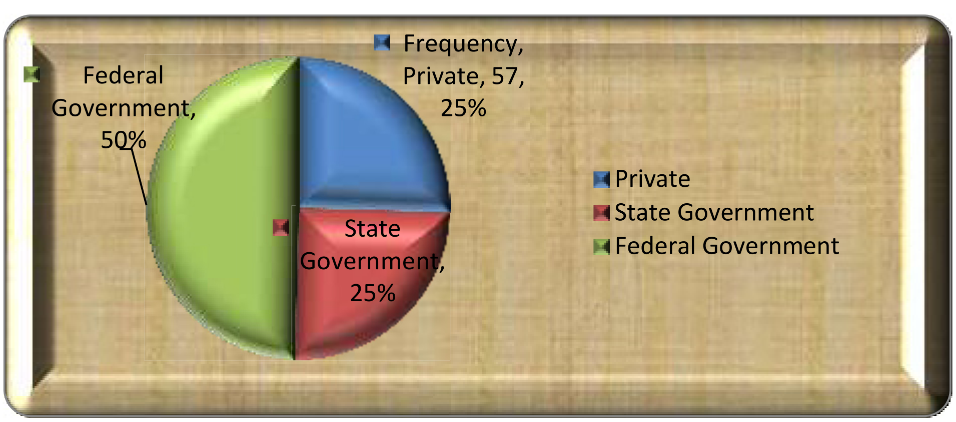
Table 4.3 Description of respondents' institution ownership type.

Ownership Type	Frequency	Percent (%)
Private	57	25.4
State Government	56	25.0
Federal Government	111	49.6
Total	224	100.0

Source: Researcher's computation using SPSS version-21

Table 4.3 and Figure 4.3 show the respondents' institutions ownership type of the two states, that is, Anambra and Enugun, the ownership type is structured into private, state government and federal government with their corresponding frequency. Private lecturers has 57 (25.4%), state government has 56 (25%) and federal government lecturers 111 (49.6%). This indicates that the federal government had the highest number of institutions from the two states while the difference between the private and state government is marginal, the federal government has the highest sector of the pie-chart followed by private while state government had the least. By extension federal government had invested in tertiary institutions more than state government or private sectors.

Figure 4.3 Pie-chart description of respondents' institution ownership type.



Source: Researcher's computation using Excel 2007.

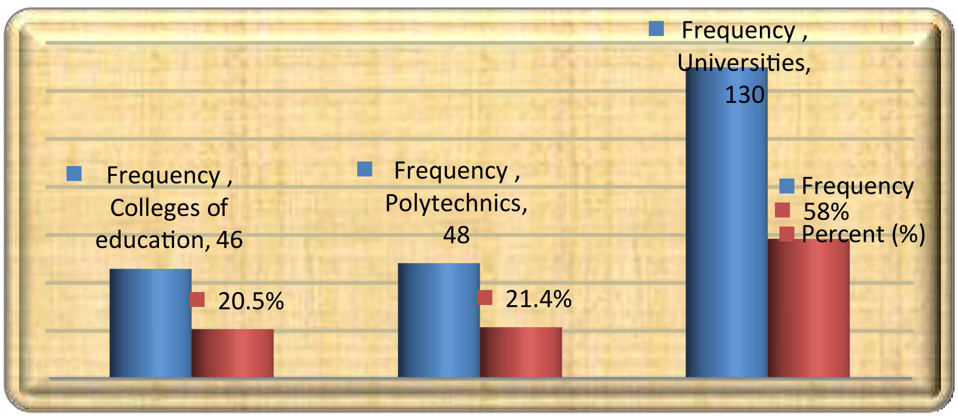
Table 4.4 Description of respondents' types of tertiary institutions.

Types of Tertiary Institutions	Frequency	Percent (%)
Colleges of education	46	20.5
Polytechnics	48	21.4
Universities	130	58.0
Total	224	100.0

Source: Researcher's computation using SPSS version-21

Figure 4.4 and table 4.4 revealed that 20.5% (46) of the respondents (lecturers) are from Colleges of education; 21.4 % (48) are from polytechnics and universities had the highest level of respondents 130 (58%) across the two states. This shows that the highest numbers of participant are from federal, state and private universities of the two states, this implied that the federal government, state government and private had invested more in universities compare to polytechnics or colleges of education. This is also supported with figure 4.4 which indicate that universities had the tallest cylindrical bar-chart followed by polytechnics and colleges of education had the cylindrical bar-chart least.

Figure 4.4 Bar-chart description of respondents' institutions.



Source: Researcher's computation using Excel 2007.

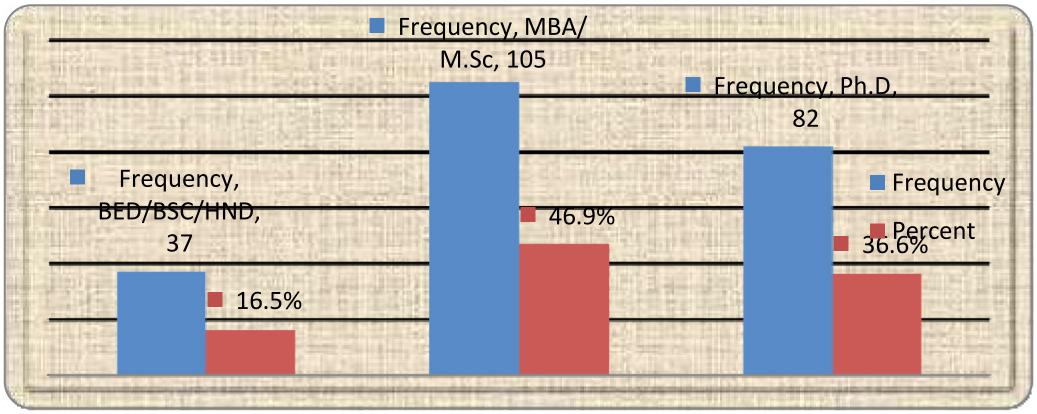
Table 4.5 Description of respondents' academic qualification.

Academic Qualification	Frequency	Percent
BED/BSC/HND	37	16.5
MBA/ M.Sc	105	46.9
Ph.D	82	36.6
Total	224	100.0

Source: Researcher's computation using SPSS version-21

Table 4.5 and figure 4.5 give a picture of respondents' academic qualification from Anambra and Enugu sates, that is, master of business administration or master of sciences (MBA/M. Sc.); higher national diploma (HND), Bachelor of education or sciences (BED/BSC/HND) and doctor of philosophy (Ph.D); MBA/M.Sc. had the highest rectangular bar-charts followed by Ph.D while BED/BSC/HND had the smallest rectangular bar-charts; with their corresponding frequencies and percentages; that is,105 (46.9%), 82 (36.6%) and 37 (16.5%). This symbolizes that the population is knowledgeable enough to understand the subject matter.

Figure 4.5 Bar-chart description of respondents' academic qualification.



Source: Researcher's computation using Excel 2007.

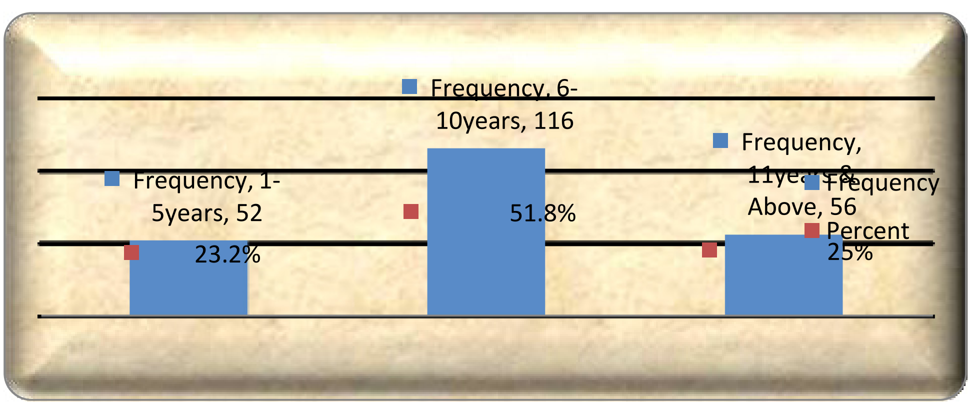
Table 4.6 Description of respondents' years of working experience.

Years of working experience	Frequency	Percent
1-5years	52	23.2
6-10years	116	51.8
11years & Above	56	25.0
Total	224	100.0

Source: Researcher's computation using SPSS version-21

Table 4.6 and figure 4.6 shown the description of years of working experience of the respondents; from the figure 4.6 (i.e. bar-chart) it was revealed that respondents that had six to ten years (6-10years) working experience had the highest bar-charts followed by eleven years and above (11years & Above) while one to five years (1-5years) had the shortest bar-chart with their corresponding frequencies and percatages, that is, 116 (51.8%), 56 (25%), and 52 (23.2%). This implies that the oponions of the respondents can be relied upon to draw valid inferences, since six to ten years working experience respondents had the highest percentage.

Figure 4.6 Bar-chart description of respondents' years of working experience.



Source: Researcher's computation using Excel 2007.

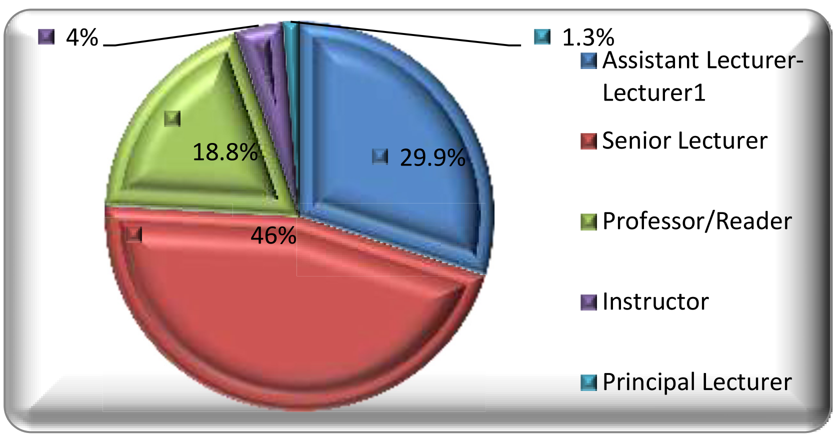
Table 4.7 Description of respondents' position or rank.

Position/Rank	Frequency	Percent
Assistant Lecturer-Lecturer1	67	29.9
Senior Lecturer	103	46.0
Professor/Reader	42	18.8
Instructor	9	4.0
Principal Lecturer	3	1.3
Total	224	100.0

Source: Researcher's computation using SPSS version-21

Table 4.7 and figure 4.7 illustrate the respondents' position or rank from table 4.7 we can see that the senior lecturer had the highest frequency (103) with the percentage of forty-six percentage (46%) followed by assistant lecturer /lecturer-1 67 (29.9%); while professor/reader had a frequency of 42 (18.8%); instructor had a frequency of 9 (4%) and principal lecturer had the least frequency of 3 (1.3%). Figure 4.7 contained the pie-chart description of lecturers' rank or position, from simple inspection it shows that senior lecturers had the largest portion of the pie-chart followed by assistant lecturer/lecturer-1; professor/readers, instructors and principal had the smallest portion of the pie-chart. From the simple descriptive analysis above it is evident that the participants or respondents had the good knowledge of information communication technology and its relevant in accounting fields.

Figure 4.7 Pie-chart description of respondents' position or rank.



Source: Researcher's computation using Excel 2007.

4.2 Research Questions

i. To what extent are the ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra State?

Table 4.8 Lecturers' mean rating of cluster B1 presented in sub-groups and total group means.

States	Ownership	Tertiary Institutions	¯x N=224	SD(σ)	Remarks
Enugu	Private	polytechnics	1.79	.000	Low-extent (LE)
		Universities	1.92	.160	Low-extent (LE)
		Total private	1.89	.147	Low-extent (LE)
	State	Colleges of education	1.49	.027	Low-extent (LE)
		Polytechnics	2.06	.126	Low-extent (LE)

Table 4.8 - Continued

States	Ownership	Tertiary Institutions	¯x N=224	SD(σ)	Remarks
		Universities	1.78	.054	Low-extent (LE)
		Total state	1.80	.231	Low-extent (LE)
	Federal	Colleges of education	1.75	.052	Low-extent (LE)
		Universities	2.79	.294	High-extent (HE)
		Total federal	2.51	.532	High-extent (HE)
		Colleges of education	1.63	.135	Low-extent (LE)
		Polytechnics	1.93	.163	Low-extent (LE)
		Universities	2.23	.499	Low-extent (LE)
		Total Enugu	2.07	.467	Low-extent (LE)
Anambra	Private	Universities	2.06	.093	Low-extent (LE)
		Total private	2.06	.093	Low-extent (LE)
	State	Universities	1.91	.111	Low-extent (LE)
		Total private	1.91	.111	Low-extent (LE)
	Federal	Colleges of education	1.72	.101	Low-extent (LE)
		Polytechnics	2.14	.077	Low-extent (LE)
		Universities	2.39	.263	Low-extent (LE)
		Total private	2.07	.323	Low-extent (LE)
	Total	Colleges of education	1.72	.101	Low-extent (LE)
		Polytechnics	2.14	.077	Low-extent (LE)
		Universities	2.15	.283	Low-extent (LE)
		Total Anambra	2.04	.281	Low-extent (LE)
Total	Private	Polytechnics	1.79	.000	Low-extent (LE)
		Universities	1.97	.157	Low-extent (LE)
		Total Private	1.93	.157	Low-extent (LE)
	State	Colleges of education	1.49	.027	Low-extent (LE)
		Polytechnics	2.06	.126	Low-extent (LE)
		Universities	1.85	.107	Low-extent (LE)
		Total State	1.83	.207	Low-extent (LE)
	Federal	Colleges of education	1.73	.089	Low-extent (LE)
		Polytechnics	2.14	.077	Low-extent (LE)
		Universities	2.62	.342	High-extent (HE)
		Total Federal	2.24	.463	Low-extent (LE)
	Total	Colleges of education	1.68	.126	Low-extent (LE)
		Polytechnics	2.03	.167	Low-extent (LE)
		Universities	2.19	.425	Low-extent (LE)
		Grand Mean (X)	2.06	.393	Low-extent (LE)

Source: Researcher's computation using SPSS version-21

Table 4.8 shown that the lecturers from private, state and federal tertiary institutions in Enugu state had rated the extent of ICT facility availability to be low; only lecturers in federal university in Enugu state had rated ICT facility availability to be high. Also the sub-groups mean rating of (1.63), (1.93) and (2.23) from lecturers in colleges of education, polytechnics and universities respectively indicated that ICT facilities availability to be low.

Enugu overall or grand mean of (2.07) shows that the extent of ICT facilities availability is low. Likewise the mean responses of (1.72), (2.14), and (2.15) from lecturers in private tertiary institutions, state tertiary institutions and federal tertiary institutions respectively in Anambra state indicated that the extents of ICT facilities availability is low. Anambra overall or grand mean rating is (2.04) this signifies that the ICT facilities availability in Anambra tertiary institutions is low. From table 4.8 the grand mean (2.06) for Enugu and Anambra state connotes that ICT facilities availability is low. Can we conclude that there is no significant difference in their mean ratings across the two states? This led us to test of hypothesis.

ii. To What extent do accounting lecturers utilize the ICT facilities for teaching accounting courses in tertiary institutions in Enugu and Anambra States?

Table 4.9 Lecturers' mean rating of cluster B2 presented in sub-groups and total group means.

Position/Rank	Years of Working Experience	$\bar{x}$ N=224	SD(σ)	Remarks
Assistant lecturer	1-5years	2.50	.155	Often
	6-10years	2.51	.183	Often
	11years & above	2.67	.358	Often
	Total	**2.54**	**.233**	**Often**
Senior lecturer	1-5years	2.45	.166	Rarely
	6-10years	2.54	.245	Often
	11years & above	2.61	.248	Often
	Total	**2.53**	**.235**	**Often**
Professor/Reader	1-5years	2.67	.372	Often
	6-10years	2.55	.306	Often
	11years & above	2.39	.140	Rarely
	Total	**2.52**	**.289**	**Often**
Instructor	1-5years	2.96	.163	Often
	6-10years	2.74	.214	Often
	11years & above	2.37	.057	Rarely
	Total	**2.62**	**.287**	**Often**
Principal Lecturer	11years & above	2.59	.252	Often
	Total	**2.60**	**.252**	**Often**
Total	1-5years	2.52	.230	Often
	6-10years	2.54	.240	Often
	11years & above	2.55	.275	Often
	Grand Mean (X)	**2.54**	**.247**	**Often**

Source: Researcher's computation using SPSS version-21

Table 4.9 shown that the assistant lecturers in different years of work experiences often utilize ICT in the teaching of accounting courses in tertiary institutions in both States. The senior lecturers that had 5years of working experience consented that they rarely utilize ICT in teaching accounting course whereas from six years and above agreed that they often utilize ICT in teaching accounting courses from both states. The lecturers that fall within the cadre of professor or reader and had one to ten years experience consented that they often use ICT in teaching of accounting courses while eleven years and above rarely utilize ICT in teaching accounting courses.

Instructors that have worked for 10 years agreed that they often utilize ICT while instructors that have worked for 11years and above agreed that they rarely utilize ICT in teaching accounting courses. The principal lecturers agreed that they often utilize ICT in teaching accounting courses. The mean scores of lecturers with divergent years of experience shows that the lecturers often utilize ICT in teaching accounting across both States, the overall grand mean (x = 2.54) indicates that the lecturers utilize ICT in teaching accounting course in both states.

iii. What are the major challenges in the utilization of ICT in teaching accounting courses in tertiary institutions in Enugu and Anambra States?

Table 4.10 Lecturers' mean rating of cluster B3 presented in sub-groups and total group means.

STATES	Academic Qualification	$\bar{x}$ N=224	SD(σ)	Remarks
Anambra State	BED/BSC/HND	2.99	.093	Agreed
	MBA/ M.Sc	3.07	.199	Agreed
	Ph.D	3.04	.182	Agreed
	Total	3.05	.181	Agreed
Enugu State	BED/BSC/HND	3.21	.212	Agreed
	MBA/ M.Sc	3.09	.173	Agreed
	Ph.D	3.03	.268	Agreed
	Total	3.08	.235	Agreed

Table 4.10 Continued.

STATES	Academic Qualification	$\bar{x}$ N=224	SD(σ)	Remarks
Total	BED/BSC/HND	3.08	.186	Agreed
	MBA/ M.Sc	3.08	.190	Agreed
	Ph.D	3.03	.235	Agreed
	Total	3.06	.207	Agreed

Source: Researcher's computation using SPSS version-21

Table 4.10 shown that the lecturers from both states and with different academic background agreed with the challenges confronting the utilisation of ICT in teaching accounting courses are the same in both states. Lecturers from Anambra state with divergent academic background had the sub-group mean of (x = 3.05), while lecturers from Enugu state with different academic qualification had a mean rating of (x = 3.08) while the grand mean for lecturers from both states is (x = 3.06). Can we conclude that there is no significance difference in their mean rating? This lead us to test of hypothesis.

4.3 Test of Hypotheses

i. Respondents do not differ significantly in their assessment of ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra States.

Table-4.11 F-Test (ANOVA) comparison of lecturers' mean ratings on ICT facilities available for teaching accounting courses in tertiary institutions in Anambra and Enugu State.

MEAN * STATES	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups . (Combined)	030	1	.030	.192	.662	Accept Ho
Within Groups	34.489	222	.155			
Total	34.519	223				

Source: Researcher's computation using SPSS version-21

To test the hypothesis, ANOVA (factorial design-2x3x3) was used to test the difference between the means of the lecturers based on non-manipulative variables (i.e. states, ownership, tertiary institutions type) was undertaken based on the responses of the lecturers. The F-test analysis as shown in Table 4.11 revealed that the calculated p-value of F(1, 223)= 0.192 (p =.622) is higher than the significant level of five percent (0.05). Consequently, the null hypothesis (Ho) of no significant difference between the lecturers' mean ratings of ICT availability was upheld and the converse (i.e. alternate hypothesis-H1) was rejected. That is the lecturers' do not differ significantly in their assessment of ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra States. By extension we made an inference that the availability of ICT facilities for teaching accounting courses in both states are of low extent.

ii. There is no significant difference base on respondents' rank and experience in assessment of ICT facilities usage for teaching accounting courses in Enugu and Anambra States.

Tables 4.12 F-Test (ANOVA) comparison of lecturers' mean ratings on ICT facilities usage for teaching accounting courses in tertiary institutions in Anambra and Enugu State.

MEAN * STATES	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups . (Combined)	.096	4	.024	.192	.393	Accept Ho
Within Groups	13.430	219	.061			
Total	13.527	223				

Source: Researcher's computation using SPSS version-21

To test the hypothesis, ANOVA (factorial design-2x3x3) was used to test the difference between the means of the lecturers based on non-manipulative variables (i.e. states, ownership, tertiary institutions type) was undertaken based on the responses of the lecturers. The F-test analysis as shown in Table 4.11 revealed that the calculated p-value of F(1, 223)= 0.192 (p =.622) is higher than the significant level of five percent (0.05). Consequently, the null hypothesis (Ho) of no significant difference between the lecturers' mean ratings of ICT availability was upheld and the converse (i.e. alternate hypothesis-H1) was rejected. That is the lecturers' do not differ significantly in their assessment of ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra States. By extension we made an inference that the availability of ICT facilities for teaching accounting courses in both states are of low extent.

iii. Respondents' opinions do not differ significantly base on academic qualification in assessment of ICT utilization challenges in teaching accounting courses in Enugu and Anambra States.

Table 4.13 F-Test (ANOVA) comparison of lecturers' mean ratings on ICT utilization challenges in teaching accounting courses in tertiary institutions in Anambra and Enugu State.

MEAN * STATES	Sum of Squares	df	Mean Square	F	Sig.	Decision
Between Groups . (Combined)	.053	1	.053	1.232	.268	Accept Ho
Within Groups	9.532	222	.043			
Total	9.585	223				

Source: Researcher's computation using SPSS version-21

To test the hypothesis, ANOVA (factorial design-2x3x3) was used to test the difference between the means of the lecturers based on non-manipulative variables (i.e. states, ownership, tertiary institutions type) was undertaken based on the responses of the lecturers. The F-test analysis as shown in Table 4.11 revealed that the calculated p-value of F(1, 223)= 0.192 (p =.622) is higher than the significant level of five percent (0.05). Consequently, the null hypothesis (Ho) of no significant difference between the lecturers' mean ratings of ICT availability was upheld and the converse (i.e. alternate hypothesis-H1) was rejected. That is the lecturers' do not differ significantly in their assessment of ICT facilities available for teaching accounting courses in tertiary institutions in Enugu and Anambra States. By extension we made an inference that the availability of ICT facilities for teaching accounting courses in both states are of low extent.

5.1 Conclusions and Recommendations

The following conclusions and recommendations were made based on the findings:

i. The availability of ICT in tertiary institutions in Enugu and Anambra States is low and respondents do not differ significantly in their assessment of ICT facilities availability for teaching accounting students.

ii. There is no significant difference in the lecturers' mean rating of ICT utilization in teaching accounting courses in both states. That is, the utilization of ICT in teaching accounting courses in tertiary institutions in Enugu and Anambra states by lecturers is often or frequently. Few of the ICT facilities that are available in both states are: Examination scoring machine, internet connected laptop/desktops, Departmental computer labouratory, Peachtree accounting software, projector machine for presentation/teaching.

iii. There is no significant difference in the lecturers' mean rating of challenges confronting ICT utilization in both states. That is, the challenges confronting ICT utilization in tertiary institutions in Enugu and Anambra states is the same. The major challenges confronting ICT utilization in tertiary institutions in Enugu and Anambra states are: acute shortage of man power for administrative and educational development, poor power supply, High cost of equipment, low percentage of accounting educators with ICT skill/knowledge and lack of ICT technicians. Based on the findings from the study, the following recommendations are made:

i. Government should in this regard make provision for ICT teaching accounting courses in tertiary institutions.

ii. Government should do more in provision of steady power supply and adequate training and learning of ICT accounting courses.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Discrimination and its Outcome –Case of Madison, Jones and Conklin.

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Introduction

Multiculturalism is the co-existence of different cultures, where culture comprises racial, religious, or traditional assemblies and is expressed in accustomed comportments, cultural expectations and principles, configurations of philosophy, and communicative styles Diversity lengthen this characterisation which incorporates acceptance and admiration. It means understanding that each individual is different, and identifying our individual uniqueness. These can be alongside the measurements of race, ethnicity, gender, sexual alignment, socio-economic standing, age, physical capabilities, spiritual beliefs, political beliefs, or other philosophies. It is the consideration of these dissimilarities in a safe, progressive, and cherishing atmosphere. It is about accepting each other and going outside unassuming forbearance to acceptance and revelling the amusing magnitudes of diversity confined within each individual.

Cascio (2010) defines discrimination as allowing unfair advantage to members of a particular group in comparison to others. Within a structural setting, this includes rejection and restraint of employment opportunities or in-equality in benefits of service. Human resource guidelines, etiquettes and practices are useful to establishments in discouraging discrimination and running diversity to allow reasonable practices to all.

Thesis Statement: To examine the effect of discrimination and its outcome on mentoring of Manager in a male dominated work setting.

Purpose of Paper: To look further into the effect of male dominated leadership, networking and it's perception on the mentoring of a female Manager in the case of Laura at Madison, Jones and Conklin.

Overview of Paper: Laura experienced sex based discrimination and this simply includes judgment on the basis of gender. Ancient opinions associate effective leadership with masculine oriented characteristics like competition, independence, work -oriented, conclusiveness and firmness. This explains the reason s for the small number of woman occupying high level leadership positions (Yukl, 2010). While women can have such qualities, it was supposed that they were incapable or indisposed to exhibit such mannish comportment in the past. Their propensity is to a more current expressive leadership style, such as resilient interpersonal abilities, unquestioning relationships, and empowerment (Yukl, 2010). In a conventional, male controlled environment however, these womanlike qualities may not be fully acknowledged.

She also experienced the Glass Ceiling which is defined as "a set of invisible barriers which block or restrict the entry of members of non-majority groups into senior management positions" (Cox and Smalinski, 1994:17). According to Yukl (2010), this can manifest itself as the lack of prospect to gain experience and prominence in positions that would expedite advancement, Elimination of women from casual networks that adds to exposure and progression, Lack of mentorship structures, Lack of resilient action from top leadership to guarantee equal prospects, and Purposeful determinations by some men to maintain control of the most dominant spots for themselves.

The environment at Madison, Jones and Conklin for Laura Kravitz's work experience. Can be termed as an "old schoolboys association", that is. a male controlled setting where Laura found herself as the only woman leader in the group, pugnacious to fit in and find recognition by her conventional male senior contemporaries and leadership. Evidently the most apparent arrangement of discrimination witnessed was the fiasco to elevate Laura in line with her contemporaries, some who joined the establishment about the same time as her. She ascribed this partially to not getting sufficient great profile projects. Project distribution was the accountability of her line manager. Laura's line manager openly exhibited bias in his allocation of projects by allocating the high profile projects to Laura's male colleague. This forced a second form of discrimination. Without an equal chance for experience and a chance to prove herself, Laura's growth was subdued and she was not able to wholly show off her skills and exhibit her potential, thereby keeping her under the radar. To make matters poorer, the group's more significant customer base had an inclination for working with men, and this reinforced male prejudice while the customer is a vital.

Line management should have taken a strong stance and backed Laura in support of management of some of these projects. It would have established confidence in her aptitudes, provided the introduction she needed as well as invigorated and motivated her. Also, Laura's track record had been very progressive and she had good comment from erstwhile customers. It is very likely that she would have gained these clients over as well. Within the establishment, Laura's backing structure was obviously fragile. It is alleged that she did not have a friend whom she could confide in with respects to her emotional state. She was also not assigned a mentor to assist her growth and market her skills. There did not appear to be any form of career development or clear career pathway for her. Laura's capabilities and contributions were also undermined. Leadership exhibited little esteem for her propositions by overlooking her thoughts in meetings and later giving recognition to others for the same ideas. Such action can be quite de-motivating and may lead to the loss of one's self approval and self-assurance.

Furthermore, male management in Madison, Jones and Conklin had an edge to social interacting opportunities with clients and senior leadership through golf, a sport which Laura did not choose participating in and hence was not an affiliate of the club. She was exempted from most social gatherings. While this is not straight discrimination, there could have been a intensive attempts to engage Laura in group collective networking.

Laura's situation could not have been an easy one to cope with. Being part of a minority group, in her case, the only female manager walled by conventional males; Laura would have needed the tough capacity to sell one value proposal, along with poise, determination and internal métier. Laura appeared very accomplished in her work role. In addition to graduating from a much respected business school, she had a clear visualization of her career within the establishment

She aimed to a partnership position. She toiled hard toward this dream by signifying her prospective via successful responsibilities/projects implementation. This is symptomatic by her elevation to team lead driven by her achievement in a series of projects. Laura's customers were contented with her presentation. She had earned the reverence of her colleagues. It is obvious that Laura was an assertive individual and her competences were acknowledged by stakeholders that were visible to her, that is, workers, colleagues and some clienteles. Laura consequently desired to enlarge her level of impact, characteristically to other senior management so that they too could grow gratefulness for her value. In an ideal business environment, one can show case their abilities and increase positive profile-raising legitimately magnificently by effective accomplishment of responsibilities, in particular high profile tasks, that is, the more stimulating and multifaceted the assignment, the higher the acknowledgment for a successful result.

Competition for such responsibilities, however, is stiff with typically the most experienced or most favoured individual demanding the chance. Competition in a business environment is generally vigorous if the environment encourages individuals without prejudice and the individuals maintain veracity and stick to competing in a productive means. The work setting at Madison, Jones and Conklin has already been labelled as showing bias to male workers (reinvigorated further by customer inclination). This habitually positioned Laura at a difficulty and required a thoughtful action on her part to effectively contend. Some interventions that might have help Laura was for her to have an official conversation with Line Manager: As line is commonly accountable for work allocation, there is pint-sized that Laura could do other than having a decisive discussion with her line manager. Patterson, Grenny, McMillan & Switzler (2002) define crucial conversations as those that "occur when there is a lot at stake, when emotions are strong, and when opinions differ". Laura's conversation should have protected her need for publicity and prospect. She was undoubtedly feeling subdued due to restricted prospect for progression, her line manager required to be aware of her frustration. While it was Laura's duty to ensure a personal growth. Plan connected to a career pathway, it was anticipated that the line manager sustained this plan with prospects for exposure, training or rotation.

Kram (1985) recommends that mentoring influences career progression as well as enhances a protégé's sense of professional identity and self-confidence. Moreover. Most big businesses have acknowledged the significance of mentoring programs. The mentor affiliation can be official/ organized or casual. While mentoring is normally imposed at entry level stations ceremoniously, it is occasionally enforced at more senior levels. Laura did not have a career mentor at her work situation. Given her condition nonetheless, it would have been in her support to have hunted a mentor in a formal capability. The mentor should be someone equitably senior, with enough understanding of the environmental tasks and a resilient level of sway. Efficacious mentoring relationships are based on a reciprocated understanding, expectation and a assurance to making the relationship work.

Prospective value that can be realised via the mentoring relationship include chance to grow a support system with knowledgeable senior leadership, advice in relative to the tasks within the work setting a, improvement of interpersonal and communication expertise, reinforcement to stay encouraged and motivated on objectives.

Networking in the work setting can be roughly classified into two categories, i.e. knowledge and support (social) (Ehrich, 1994). Knowledge networking comprises the sharing of technical knowledge among peers where persons are accepted for their know-how and applied as resources as and when needed. A knowledge databank can be used to expedite this procedure. Support networking, on the other hand, is a casual process where individuals participate in activities for purposes of relationship structure that is, getting to know each other well. Support networking has conventionally been male controlled practices (Ehrich, 1994).

Conclusion

It is hard to conclude whether Laura's segregation is due to gender discrimination or that she was just not well known. There may have even been the opinion that she was unenthusiastic to participate with the group socially as she did not play golf. Such misapprehensions could have been eliminated by Laura instigating new undertakings and events that would have provided the setting for networking with colleagues, senior management and customers. Events that she would be happy with where she could show off her happiness and métiers. If the setting did not permit for this, then in the attentiveness of her career, Laura should have made use of any accessible chance for networking, even learning how to play golf. Even though, the action may not have been pleasurable to her, it would have sent the communication that she was a member of the group.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Effect of Sustainability Reporting on Nigerian Listed Companies Performance.

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ABSTRACT

This study is aimed at ascertaining the effect of sustainability reporting on company's performance using twenty selected Nigerian companies over the period of five years with GRI index as proxy for sustainability and return on asset as a measure for performance. The specific objectives include determining the effect economic, environmental and social performance disclosures have on return on asset. The study utilized secondary data obtained from annual reports of the companies under study. The hypotheses developed for this study were tested using multiple regression analysis via SPSS version 23.0. The study revealed that economic performance disclosure and environmental performance disclosure have no significant effect on return on asset while social performance disclosure has significant effects on company's performance. In conclusion for every increase in economic, environmental and social performance disclosure, there is a positive insignificant, negative insignificant and positive significant effect respectively on return on asset. The study therefore recommended that mandatory localized reporting framework in line with international best practices should be put in place to encourage sustainability reporting.

Key words: Sustainability, Reporting, Financial Performance, Nigeria.

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1. INTRODUCTION

Sustainability is currently a burning issue and a major cause of concern across the globe (Priyanka, 2013). Until the late 1980's, business leaders typically employed the term "sustainability" to mean a company's ability to increase its earnings steadily. Today, the concept of corporate sustainability encompasses every dimension of the business environment, including social, economic and natural resource utilized by the firm. The term has become widely accepted in its current sense after it appeared in 1987 UN report by Norway's former prime minister Harlem Brundtland who defined sustainable development as "meeting the needs of the present without compromising the ability of the future generation to meet their own needs" (UN Report, 1987). The interest of investors in company's non-financial performance has grown significantly over the past few years (Ernest & Young, 2009). According to Borial (2013), Sustainability reporting has become an increasingly common practice in company's attempts to respond to expectations and criticisms from the stakeholders who want to be better informed about the social and environmental impacts of business activities. Sustainability issues are being broadly integrated in different organisational functions and being seen as an important performance assessment. Additionally to financial information, sustainability has been introduced as a reporting subject for companies worldwide in the last few years addressing the goal of creating a sustainable economy, environment and society. Companies that wish to build a sustainable image are keener on adopting the common practice of elaborating sustainability reports. (Hong, Fabio & Thiago, 2014).

Over the past years many governments have promoted sustainability reporting in varied ways, such as: Regulations for sustainability or Environmental Social and Governance (ESG) disclosure, stock exchange rules/public procurement provisions, safety and health protection laws, financial regulations, political and consultative processes for building consensus, social institutionalized dialogue, and civil dialogue on approaches to effective environmental regulations (Carrot & Sticks, 2013).

Non-financial reporting such as corporate sustainability reporting is a fairly recent trend which has expanded over the last twenty years. Many companies now produce an annual sustainability report and there are a variety of reasons that companies choose to produce these reports, but at their core they are intended to be "vessels of transparency and accountability". Often they are intended to improve internal processes, engage stakeholders and persuade investors. Sustainability reporting is considered as a wider level of transparency and accountability to stakeholders for social activities of firms. This reporting has been used to measure quality of firm's corporate governance and strategic management towards sustaining the future (Isa, 2014). Adams, Thornton and Sepehri (2013) opined that strong sustainability reputation should allow a firm to achieve above average profitability and increased shareholder wealth maximization. Recently, companies have been called upon to fulfill the needs of wide range of stakeholders who pay attention to company's value. They are interested in understanding the approach and performance of company in managing the sustainability such as economic, environmental and social aspect, including the potential for value created from managing sustainability. Besides providing financial information for shareholders, a company needs to publish non-financial as well. Social responsibility reporting is the communication about a company's responsibility for social and environmental aspects surrounding its business. This reflects that companies owe stakeholders an annual accounting of their social and environmental performance as the financial information they provide to shareholders. It is widely believed and suggested by researchers that in today's dynamic and complex business environment, corporate sustainability reporting is likely to influence corporate profitability and overall performance.

Corporate sustainability and its impact on financial performance have emerged as important areas for research in recent years. Various studies have been performed over the last decade for examining this relationship. However, the results have been mixed and inconclusive. Moreover, most of the previous studies have been conducted in the contest of developed countries. According to a study done by British Standard Institute (BSI) group, majority of firms see sustainability as a driver of growth, but does this mean sustainability is now seen as a component of overall financial and business performance?. The BSI group in conducting a research on how sustainability standards can drive business performance, taking a survey of 150 sustainability executives in the UK covering 20 industry sector, discovered that 70% of respondents say sustainability is well established in their business, 51% of the respondents believe that sustainability issues will impact their firms financial performance over the next two years. The rest of the firms have yet to establish a direct and immediate connection between sustainability and business performance. 36% of respondents see sustainability as impacting performance against non-financial metrics such as energy, environment and social responsibility while 13% see it as a long-term business viability issue.

Companies that integrate sustainability in their core business practices and view the subject as an essential long-term performance factor are on radar of investors (KPMG, 2011). There is an assumption that sustainability reporting aids financial performance, this study seeks to find out to what extent that has been. Forbes Africa (2012) ranked twenty of Nigerian companies as among the top twenty-five performing companies in West Africa. One begins to ask if their esteemed performance was as a result of the fact that they incorporate sustainability report in their annual report. This study therefore examines if there is any effect sustainability reporting had on the performance of these Nigerian companies listed among the top 25 performing companies in West Africa. The following research questions and null hypotheses were raised in order to address the aforementioned objectives:

i. What is the effect of sustainability reporting surrogate on return on asset?
ii. What is the effect of economic performance disclosure on return on asset of a company?
iii. What effect does environmental performance disclosure have on company's return on asset?
iv. What is the effect of social performance disclosure on return on asset of a company?

Null Hypotheses

Ho: Sustainability reporting surrogate has no significant effect on return on asset.

Ho: Economic performance disclosure has no significant effect on return on asset of a company.

Ho: Environmental performance disclosure has no significant effect on company's return on asset.

H1: Social performance disclosure has a significant effect on return on asset of a company.

The outcome of this study will be of immense benefits to potential and existing investors in the sense that it shows how responsible a company they wish to invest in is and how willing they will be to make investment. Companies can also monitor their performance when they see how their report on sustainability affects their financial performance and their operating environment. This can help them achieve customer loyalty, greater access to finance and increased brand value. Creditors will also benefit as it shows the financial standing of the company as this will boost their confidence in the company. Academic researchers will also benefit as this will contribute to the body of existing literature which will be of immense benefit in the future. This study covers a period of five years, from 2011 to 2015 annual report data of twenty Nigerian companies who made the Forbes Africa top twenty five companies in West Africa in 2012. Forbes Africa (2012) Return on asset, economic, environmental and social data were extracted for the years under study. 2011 was chosen because the ranking was made in 2012 and 2011 annual accounts must have contributed immensely to their ranking performance. The rest of the study is divided into review of related literature, methodology, data analysis, conclusion and recommendations.

2. Review of Related Literature

2.1 Conceptual Review

2.1.1 Sustainability Reporting

There is no single, generally accepted definition of sustainability reporting. It is a broad term generally used to describe a company's reporting on it economic, environmental and social performance. It can be synonymous with triple bottom line reporting, corporate sustainability reporting and sustainable development reporting but increasingly these terms are becoming more specific in meaning and therefore subsets of sustainability reporting (KPMG, 2008). According to parliament of Australia (2010), sustainability reporting involves companies and organizations demonstrating their corporate sustainability through measuring and publicly reporting on their economic, social and environmental performance and impacts. GRI (2011) defines sustainability reporting as the practice of measuring, disclosing and being accountable to internal and external stakeholders for organizational performance towards the goals of sustainable development.

Sustainability reporting is the incorporation of the environmental, societal and economic aspects of an organization to the reporting and communication to the interested parties. The most solid reason for the initiation of such reporting is due to the stakeholder pressure and coercive pressures upon the organizations. This reporting is mainly used as a communicating mode to the wider stakeholder base of the organization. Sustainability reporting is closely related with corporate social responsibility reporting. It has a voluntary character. Social responsibility reporting refers to the measurement and communication of information about company's effect on employee welfare, the local community and the environment. Information on company welfare may involve working conditions, job security, equal opportunity, workforce diversity and child labour. Environmental issues may include the impact of production process, products and services on air, water, land, biodiversity, and human health (Gentry, 2007).

However, corporate social responsibility focuses only on environmental and social disclosure, while the concept of sustainable development tied in sustainability reporting involves broader area that covers environmental, social and economic performances. As the campaign of sustainable development has been on increase, many corporate non-financial reports, corporate social responsibility reports, now have been re-packaged as sustainability report (Lopez, Garcia & Rodriguez, 2007). According to Sridhar, (2012) regardless what drives companies to produce sustainability reports and the facts that they are not a mandatory report in most countries, these documents are being integrated in the culture of big companies over time. In fact, the ability to build a performance appraisal system and information management system that provides information about the balance of social, environmental and financial information is essential to maintain the company's culture of sustainability (Rahardjo, Idrus, Djumilah & Siti, 2013). Sustainability reporting boosts investors' confidence and gives companies the leverage to choose their partners wisely. It also garners employee trust and loyalty, increases access to capital and leads to reduction in waste. It is a virtuous cycle where one sustainable activity benefits the next and keeps the wheel turning.

2.1.2 Economic Performance Indicators

The economic dimension of sustainability concerns the organization's impacts on the economic conditions of its stakeholders and on economic systems at local, national and global levels. The economic indicators illustrate flow of capital among different stakeholders and main economic impacts of the organization throughout society. Disclosures are to be made on market presence and indirect economic impacts as well (SRG, 2011).

There are six core economic performance indicators that should be disclosed. They include:

i. Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payment to capital providers and governments.
ii. Financial implications and other risks and opportunities for the organizations activities due to climate change.
iii. Significant financial assistance received from government.
iv. Policy practices and proportion of spending on locally-based supplies on significant locations of operations.

2.1.3 Environmental Performance Indicators

The environmental dimension of sustainability concerns an organization's impacts on living and non-living natural systems, including ecosystems, land, air and water. Environmental indicators cover performance related to inputs (e.g., material, energy, water) and outputs (e.g., emissions, effluents, waste). In addition, they cover performance related to biodiversity, environmental compliance and other relevant information such as environmental expenditure and the impacts of products and services (SRG, 2011).

There are seventeen core environmental performance indicators that should be disclosed. Amongst them are:

1. Materials used by weight or volume
2. Percentage of materials used that are recycled input materials
3. Direct energy consumption by primary energy source
4. Indirect energy consumption by primary source
5. Total water withdrawal by source
6. Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected area
7. Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas
8. Total direct and indirect greenhouse gas emissions by weight
9. Other relevant indirect greenhouse gas emissions by weight
10. Emission of ozone-depleting substances by weight

2.1.4 Social Performance Indicators

The social dimension of sustainability concerns the impacts an organization has on the social system within which it operates. The indicators surround labor practices, human rights, society and product responsibility (SRG, 2011). There are thirty-one core social performance indicators that should be disclosed. Amongst them are:

i. Total workforce by employment type, employment contract and region, broken down by gender.
ii. Total number and rate of new employee hires and employee turnover by age group, gender and region.
iii. Return to work and retention rates after parental leave, by gender.
iv. Rates of injury, occupational diseases, lost days and absenteeism and number of work related fatalities by region and gender.
v. Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious disease.
vi. Average hours of training per year per

employee by gender, and by employee category.

vii. Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operations.

viii. Percentage of operations with implemented local community engagements, impact assessments, and development programs.

ix. Percentage and total number of business units analysed for risk related to corruption.

x. Total number of incidents of discrimination and corrective actions taken.

xi. Total hours of employee training on policies and procedures concerning aspect of human rights that are relevant to operations, including the percentage of employees trained.

xii. Operations with significant potential or actual negative impacts on local communities.

2.1.5 Company's Performance

According to business dictionary, performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost and speed. In a contract, performance is deemed to be the fulfillment of an obligation in a manner that releases the performer from all liabilities under the contract.

A performance measure is a quantifiable indicator used to assess how well an organization or business is achieving its desired objectives. Many business managers routinely review various performance measure types to assess such things as results, production, demand and operating efficiency in other to get more objective sense of how their business is operating and whether improvement is required.

An organizational performance is an analysis of a company's performance compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed).

Financial performance is a subjective measure of how well a firm can use assets from its primary mode of business and generate revenues. This term is also used as a general measure of a firm's overall financial health over a given period of time and can be used to compare similar firms across the same industry or to compare industries or sectors in aggregation. (Investopedia, LLC, 2016).

2.1.6 Return on Asset (ROA)

The dependent variable used as a measure of company performance is return on asset (ROA). Return on asset is one of profitability ratios which measures the income or operating success of a company for a given period of time (Weygandt, 2007). In addition, ROA is known as the variable to measure economic performance and more related to efficiency compared to Return on Equity (Lorenzo, 2009). Return on asset is an indicator of how profitable a company is relative to its total assets. ROA gives an idea as to how efficient management is at using its assets to generate earnings. (Investopedis, LLC, 2016). Lopez, Garcia and Rodriguez (2007) opined that accounting based measures are preferable used to measure organization's performance because the audited accounting data is likely to be authentic and credible and is not influenced by market perception or speculations, and is thus considered less noisy in comparison to market based indicators like stock returns, share prices etc.

The formula of ROA: ROA= Net Profit/Total asset

2.1.7 Global Reporting Initiative (GRI)

Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework. Sustainability reports based on the GRI framework can be used to benchmark organizational performance with respect to laws, norms, codes, performance standards and voluntary initiatives; demonstrate organizational commitment to sustainable development; and compare organizational performance. GRI promotes and develops this standardized approach to fulfill demand for sustainability information.

As economy globalizes, new opportunities to generate prosperity and quality of life that are arising are accompanied by new risks to the stability of the environment. According to Global Reporting Initiative (2011), there is a contrast between the improvement in the quality of life and alarming information about the state of the environment and the continuing burden of poverty and hunger on millions of people. It raises an issue about how to create new and innovative choices and ways of thinking. New knowledge and innovation in technology, management, and public policy are challenging organizations to make new choices in the way their operations, products, services and activities impact the earth, people and economics.

It is the Global Reporting Initiative's mission to fulfill this need by providing trusted and credible framework for sustainability reporting that can be used by organizations of any size, sector or location. Sustainability reports based on GRI reporting framework disclose outcomes and results that occurred within the reporting period in the context of the organization's commitments, strategy, and management approach. The GRI reporting framework is intended to serve as generally accepted framework for reporting on an organization's economic, environmental and social performance.

2.1.8 GRI (3.1) Disclosure Index

The disclosure quality of sustainability reporting is obtained from annual data disclosed by the company. In the standard GRI version 3.1 performance indicators are divided into three categories namely economic, environmental and social. Social indicators are further categorized by labour, human rights, society and product responsibility. Each category includes a disclosure on management approach and a corresponding set of core and additional performance indicators. The core options contain the essential elements of a sustainability report. It provides a background against which an organization communicates the impacts of its economic, environmental and social and governance performance, and can be applied by any organization regardless of their size, sector or location. An organization should report on core indicators unless they are deemed not material on the basis of the GRI reporting principles. In measuring sustainability performance disclosure in total, the maximum core index which should be disclosed is 55. In partial, the maximum core index for economic performance disclosure, environmental performance disclosure and social performance disclosure are 7, 17 and 31 respectively. If a company discloses items in accordance with GRI indicators, it will be scored 1, while the companies not disclosed of GRI items will be given a score of zero (0).

Index score = n/k

Where; n= number of index which is fulfilled by the company

k= the maximum index which should be fulfilled by the company.

2.2 Theoretical Framework

2.2.1 Legitimacy Theory

According to legitimacy theory there is a contract between an organization and society which states that an organization owe the society an obligation to disclose the activities within the society and this makes them disclose these activities. Deegan (2000) states that legitimacy theory asserts that organizations continually seek to ensure that they operate within the bounds and norms of their respective societies, that is they attempt to ensure that their activities are perceived by outside parties as being legitimate. Legitimacy theory relies upon the notion that there is a "social contract" between the organization in question and the society in which it operates. The concept is used to represent the multitude of implicit and explicit expectations that society has about how the organization should conduct its operations. It is assumed that society allows the organization to continue operations to the extent that it generally meets their expectations. Legitimacy theory emphasizes that the organization must appear to consider the rights of the public at large, not merely those of its investors. Failure to comply with societal expectations may lead to sanctions being imposed by the society. According to this perspective, a company would voluntarily report their activities if management perceived that those activities were expected by communities in which it operate.

The legitimacy theory states that in other to maintain its business activities, companies need to behave as to what is expected from society (O'Donovan, 2002). The company's need to legitimate its activities drive companies into making sustainability reports, as the information disclosed in these documents is important to change society's perception towards the company (Deegan, 2002). Cho and Patten (2007) also support the argument that companies use disclosure as a legitimizing tool. Hedberg and Malmborg (2003) have found in their empirical evidence from Sweden companies, that they produce corporate sustainability reports to seek organizational legitimacy. They were particularly interested in reporting their environmental and ethical/social statistics to their financiers.

2.2.2 Stakeholder Theory

This theory was propounded by Edward Freeman. According to business dictionary, the stakeholder theory was first proposed in the book strategic management: A stakeholder approach by R. Edward Freeman and outlines how management can satisfy the interest of stakeholders in a business.

The basis of stakeholder theory, defines stakeholders as "any group or individual who can affect or is affected by the achievement of the firm's objectives". Primary stakeholders include employees, owners (which include shareholders), consumers, government bodies, the community and silent stakeholders. Silent stakeholders include the environment and future generations who need other bodies to represent them (Francisco and Zahir, 2014).

According to Freeman (2009), a successful business cannot exist in a vacuum. It requires that there be investors to give them money, customers to buy their goods and services, employees to serve the customers, suppliers to sell them the goods that they will sell, and a community within which they can thrive. If any of these groups are absent, the business cannot be successful.

The stakeholder theory presumes that the values of the companies are an important factor as how they do business, so they need to explicitly alert its stakeholders of those values in other to build a meaningful relationship between them (Freeman, Wicks & Parmer 2004). Grey, Kouhy and Laversl (1996) said that companies use the sustainability report to shape stakeholders opinion in a positive way, opening doors for them to keep conducting their business activities.

This work is anchored on legitimacy theory as it believes that companies will need an environment to operate before thinking of relating with its stakeholders. According to the theory there exists a social contract between an organization and the society and the organization's need to legitimate its activities drive them into making sustainability reports.

2.3 Empirical Review

Adams, Thornton and Sepehri (2010) conducted a research on the impact of the pursuit of sustainability on the financial performance of the firm from 2008 to 2009 using Dow Jones Sustainability US Index (DJUSI) to proxy sustainability against growth in stock price. The study concluded that corporate sustainability label has no statistically significant impact on the financial performance of firms and that it does not result in higher stock prices or enhanced returns to shareholders in the short run although the study suggested a longer study covering 5-10 years to gauge the long term impact of sustainability on stock price performance. The study also stated that sustainability efforts can be employed to build brand loyalty and corporate reputations in the long term which should be positively correlated to long term shareholder wealth maximization.

Pieter, Merwe and Panagiotis (2011) in investigating the economic performance of sustainability reporting companies versus non-reporting companies in South Africa from 2002-2009 concluded that even though some evidence indicates that companies that disclose sustainability reports may experience better economical performance, statistical analysis could not confirm a definite positive relationship between sustainability reporting and economic performance.

Andrea (2012) in conducting a research on performance indicators in corporate social responsibility and sustainability reports in Hungary reviewed a total of 70 CSR/sustainability reports published within a period of 9 years. The study found that majority of reporting companies apply GRI's G3 as a reporting standard and guideline (with most widely used application level being B/B+).

A study conducted on the impact of sustainability reporting on company performance by Annisa & Wiwin (2012), covered 32 companies listed on Indonesia stock exchange for the period 2006-2009. The independent variables; sustainability reporting, economic performance disclosure, environmental disclosure and social disclosure were measured by means of disclosure index. Sustainability reporting guidelines from Global Reporting Initiative (GRI) was used as the basis of calculating the index score while return on assets was used to proxy performance. The study generalized that sustainability reports influences company's performance. Further analysis of the study showed that only social performance disclosure influences ROA while economic performance disclosure does not influence company's performance. According to the study, social performance disclosure does significantly influence company's performance.

Priyanka (2013) conducted a research on impact of sustainability performance of company on its financial performance using twenty listed Indian companies. The study covering a period of two years from 2011-2012 used overall sustainability rating, community performance rating, employee's performance rating, environmental performance rating and government performance rating as proxies for sustainability performance of company while return on asset, return on equity, return on capital employed, profit before tax and growth in total assets as proxies for financial performance. Applying multiple regression technique, the study found that corporate sustainability as a whole has no significant influence on financial performance. The study also found that government and community dimensions have positive influence while employees and environment dimensions have negative influence on financial performance.

In a literature review study on the relationship between performance measurement and sustainability reporting, Speziale and Kloviene (2014), revealed a relationship between performance measurement and corporate social responsibility in terms of integrated ownership and supporting the decision making process at different stages; planning, control and reporting. According to the study, the integration of performance measurement and corporate social responsibility could have a potentially positive effect on the achievement of corporate objectives.

Isa (2014) in conducting a research on sustainability reporting among Nigerian food and beverage firms with a total of six randomly selected firms found that environmental activities represent 20.40% of the total disclosures followed by product 19.75% and the least human rights disclosures representing 12.84% and that disclosures are determined by the size of the firms and it tend to vary inversely with firm's size. The study also found that large firms tend to disclose small amount of sustainable information relative smaller ones.

Wiwik (2015) in conducting a research on value relevance of financial performance and the quality of sustainability disclosure based on global reporting initiative used return on asset as a proxy for profitability and financial leverage (debt to equity ratio) as a proxy for risk while GRI disclosure index was used to measure sustainability. Tobin's Q was used to measure firm value. Revenues growth was selected as a moderating variable with regards to business growth. The study found that revenues growth was a moderating variable of the relationship between the quality of corporate sustainability disclosure and firm value.

2.4 Summary of Empirical Review

From the empirical analysis, different indicators have been used to proxy sustainability and the results have been inconclusive. Both financial and market indicators have been used to measure performance with divergent findings. This study seeks to measure the effect of different segments of sustainability; economic, environmental and social using GRI disclosure index for each segment on a financial performance indicator- return on asset.

3. Methodology

Research design is the specification of methods and procedures for acquiring the information needed for the research. Ex-post facto research design was used. This study is historical in nature and it covers five years annual report of companies under study starting from 2011 to 2015. This study was done in Nigeria and it covers a 5 year period from 2011 to 2015. This study consists of twenty Nigerian listed companies that made the Forbes Africa top twenty-five companies in West Africa in year 2012. Due to the fact that our population is not large we therefore adopt the whole companies as our sample size. The companies are:

1. Dangote Cement Plc
2. Zenith Bank Plc
3. Eco Transnational Incorporated
4. Nigerian Breweries Plc
5. First Bank Plc
6. Guaranty Trust Bank Plc
7. United Bank of Africa
8. Guinness Nigeria
9. Nestle Nigeria Plc
10. Access Bank Plc
11. Flour Mills of Nigeria Plc
12. Union Bank of Nigeria Plc
13. Stanbic IBTC
14. First City Monument Bank

15. Lafarage Cement WAPCO Nigeria Plc

16. Total Nigeria Plc

17. Unilever Nigeria Plc

18. PZ Cussons Nigeria Plc

19. UACN

20. Cadbury Nigeria Plc

One of the companies (Stanbic IBTC) failed to report their 2015 accounts so due to this we had to drop it and made use of nineteen companies but believes that this 19 companies will help us answer the research questions thereby achieving our objectives. Secondary data were used. These are data already collected and readily available from other sources. For the purpose of this study, data were obtained from the company's websites and published annual report of the companies under study. The technique used in analyzing the formulated hypotheses for the study is the multiple regression technique done with the aid of SPSS (Statistical Package for Social Sciences) version 23.0. The study also used GRI 3.1 to analyze economic, environmental and social performance disclosure index. In doing this, content analysis 0, 1 was used to extract data from Global Reporting Guideline.

A null hypothesis (H0) was accepted if the p-value is equal to or greater than the level of significance (5%= 0.05) or otherwise reject and accept the alternate hypothesis (Ha).

Specification and Measurement of Model(s)

Company's Performance-CP = ƒ(Sustainability Reporting-SR)……..(i)

Decompose the endogenous and exogenous latent variables, that is, Company's Performance and Sustainability Reporting.

CP. (ROA) = ƒ(SR-ECODIS,ENVIDIS,SOCIDIS)…………………..(ii)

Company's Performance is a function of Sustainability Reporting

Equations (i) to (ii) are called functional form of the models.

ROAit = β0 + β1ECODISit+ β2ENVIDISit+ β3SOCIDIS it…………… (iii)

Equation (iii) is called deterministic or mathematical model. Introduce the error term or stochastic term to the models.

ROAit = β0+ β1ECODISit+ β2ENVIDISit+ β3SOCIDIS it+ µit………… (iv)

Equation (iv) is called econometric or multiple linear regression model.

Table 3.1 Nomenclature of variables and measurement.

S/N	Variables Code	Name of Variables/ Measurement	Type of Variables
1	Company performance-CP	Return on asset	Endogenous-latent
2	Return on Asset-ROA	Return on Asset =net profit / total assets	Endogenous(dependent) /explained
3	Sustainability Reporting-SR	Economic disclosure-Ecodis, Environmental disclosure- Envidis, Social disclosure- Socidis	Exogenous(Independent) –latent
4	Economic disclosure-Ecodis,		Independent/explanatory
5	Environmental disclosure- Envidis,		Independent/explanatory
6	Social disclosure- Socidis		Independent/explanatory
7	β0	Intercept term/constant	Parameter
8	β1-3	Co-efficient parameter	,,
9	µ	Error term/stochastic	,,
10	I	Individual firm/organization	,,
11	T	Year	,,

Source: Designed by the researcher, 2016.

4. Data Analysis and Results

4.1. Answers to Research Questions

This section answers our research questions.

i. To what extent have Sustainability Reporting surrogates predict or influence the companies' performance?

Table 4.1.1: The model summary of Return on Assets (ROA) and economic performance disclosure.

Model	R	R^2	Adj. R^2	Std. Error of the Estimate
.1	.327	.107	.077	.084477

Source: Researcher's computation using SPSS version-23.

From Table 4.1.1 shows the model summary, the co-efficient of determination (R2) is .107, and the adjusted co-efficient (Adj R2) is .077. Because multiple linear regression was used in the analysis of this study, the researcher used the Adjusted co-efficient of determination (Adj.R2) .077. Thus, this shows that about 7.7% change in return on asset can be explained by Sustainability Reporting surrogates. The remaining 92.3% may be explained by the error or stochastic term.

ii. What is the effect of economic performance disclosure on company's return on asset?

Table 4.1.2: The effect of coefficient of economic performance disclosure on Return on Asset.

	Standardized Coefficients
	Beta
(constant)	-.006
Economic Performance Disclosure	.053

Source: Researcher's computation using SPSS version-23.

The standardized co-efficient established the nature of effect economic performance disclosure has on Return on Assets (ROA). The co-efficient of the explanatory variable (economic Performance Disclosure) is .053, thus; the beta weight shows that there is positive effect of economic performance disclosure on return on assets [β= 0.53 or 5.3%]. This implies that for every one additional change in economic performance disclosure it will lead to 5.3% increase in overall companies' financial performance (i.e. return on asset). Can we conclude that this is significant? This prompts us to test of hypothesis.

iii. What effect does environmental performance disclosure have on company's return on asset?

Table 4.1.3: The effect of coefficient of Environmental Performance disclosure on Return on Asset.

	Standardized Coefficients
	Beta
(constant)	-.006
Economic Performance Disclosure	-.033

Source: Researcher's computation using SPSS version-23.

The standardized co-efficient determines the type of influence environmental performance disclosure has on Return on Assets (ROA). The co-efficient of the regressor (environmental Performance Disclosure) is -0.033, thus; the beta weight shows that there is negative effect of environmental performance disclosure on return on assets [β= -0.33 or -3.3%]. This implies that for every one marginal change in environmental performance disclosure it will lead to 3.3% decrease in overall companies' financial performance (i.e. return on asset). Can we conclude that this is significant? This prompts us to test of hypothesis.

iv. What is the effect of social performance disclosure on company's return on asset?

Table 4.1.4: The effect of coefficient of Social performance disclosure on Return on Asset.

	Standardized Coefficients Beta
(constant)	-.006
Social Performance Disclosure	.315

Source: Researcher's computation using SPSS version-23.

The effect of the co-efficient determines the type of the influence Social performance disclosure has on Return on Assets (ROA). The co-efficient of the explanatory variable (Social Performance Disclosure) is 0.315, thus; the beta weight shows that there is positive effect of social performance disclosure on return on assets [β=.315 or 31.5%].This implies that for every one marginal change in social performance disclosure it will lead to 31.5% increase in overall companies' financial performance (i.e. return on asset).

4.2 Test of Hypotheses

i. Ho: The sustainability reporting surrogates prediction or influence on companies' performance is not significant.

Table 4.2.1: Showing the ANOVA table for Sustainability Reporting effect on Return on Asset (ROA).

	R^2	Adj. R^2	Sum of Squares	df	Mean Square	F	Sig..
Regression	.107	.077	.078	3	.026	3.622	.016
Residual			.649	91	.007		
Total			.727	94			

Source: Researcher's computation using SPSS version-23.

The ANOVA table is used to test the overall significance of the model from the value of the t-statistics. The F-statistics is 3.622 with the probability value (Pvalue) of .016, because this is less than 5% level of significance, the study rejects the null hypothesis and accept the alternate hypothesis and concludes that sustainability reporting has significant effect on companies' financial performance (i.e. return on assets) of the selected quoted companies [F (3, 91) = 3.622(Adj. R2 = .077; p≤ .05)].

Table 4.2.2: Showing the co-efficient table for sustainability reporting surrogates effect on Return on Assets (ROA).

	Standardized Coefficients Beta	**T**	**Sig**
(Constant)	-.006	-.197	.844
Economic Perf. Dis.	.053	.455	.650
Environmental Perf. Dis.	-.033	-.290	.772
Social Perf. Dis..	315	2.794	.006

Source: Researcher's computation using SPSS version-23.

The results of the co-efficient establish the nature of the impact of sustainability reporting surrogates effect on Return on Assets (ROA). The co-efficients of the explanatory variables that is, economic, environmental and social performance disclosures are 0.053, -0.033, and 0.315 respectively, the impact from the model of the study is thus; ROAit = β0 + β1ECODISit+ β2ENVIDISit+ β3SOCIDIS it + μit. Transform we: ROAit = -.006 + 0.053ECODISit-0.033ENVIDISit + 0.315SOCIDIS it + μit. This equation shows that there is negative and positive effect of sustainability reporting on companies financial performance (i.e. return on assets) [β=.315; p=.006]. The beta values show the level of contribution of the independent variables on the dependent variable (ROA). The result shows that there is linear relationship between one of the explanatory variables and the dependent variable [F (3, 91) = 3.622(Adj. R2 = .077; p≤ .05)].

ii. Ho: Economic performance disclosure has no significant effect on company's performance.

Table 4.2.3: Showing the co-efficient table for Economic performance disclosure effect on Return on Assets (ROA).

	Standardized Coefficients Beta	**T**	**Sig**
(Constant)	-.006	-.197	.844
Economic Perf. Dis.	.053	.455	.650

Source: Researcher's computation using SPSS version-23.

The beta weight [β=.053; p=.650] shows that there is insignificant positive effect of Economic performance disclosure on return on assets. The beta values show the level of individual contribution of the explanatory or independent variables (ECODIS) on the dependent variable (ROA). The result shows that Economic performance disclosure had impacted on return on assets to the tune of 5.3% (i.e. 0.053), on the other hand, for every increase in Economic performance disclosure, there is an insignificant positive increase in return on assets to the tune of 5.3% (i.e. .053). Therefore we accept the null hypothesis and reject the alternate and conclude that Economic performance disclosure has no significant effect on company's financial performance [β=.053; p=.650].

iii. Ho: Environmental performance disclosure has no significant effect on the performance of a company.

Table 4.2.4: Showing the co-efficient table for Environmental performance disclosure effect on Return on Asset (ROA).

	Standardized Coefficients Beta	**T**	**Sig**
(Constant)	-.006	-.197	.844
Economic Perf. Dis.	-.033	-.290	.772

Source: Researcher's computation using SPSS version-23.

The results of the co-efficient establish the nature of the impact of Environmental performance disclosure effect on Return on Assets (ROA). The co-efficient of the beta (β) is -0.033ENVIDIS, this shows that there is an insignificant negative effect of Environmental performance disclosure on return on assets [β=-0.033; p=.772]. The beta values show the level of individual contribution or prediction of the independent variables (ENVIDIS) on the regressed variable (ROA). The result shows that Environmental performance disclosure had impacted on return on assets to the tune of -3.3% (i.e. -0.033), on the other hand, for every increase in Environmental performance disclosure, there is an insignificant negative decrease in return on assets to the tune of 3.3% (i.e. 0.033). Therefore we accept the null hypothesis and reject the alternate and conclude that Environmental performance disclosure has no significant effect on company's financial performance [β=-0.033; p=.772].

iii. Ho: Social performance disclosure has no significant effect on company's performance.

Table 4.2.5: Showing the co-efficient table for Social performance disclosure effect on Return on Assets (ROA).

	Standardized Coefficients Beta	T	Sig
(Constant)	-.006	-.197	.844
Social Performance Disclosure	.315	2.794	.006

Source: Researcher's computation using SPSS version-23.

The results of the co-efficient establish the nature of the impact of Social performance disclosure effect on Return on Assets (ROA). The co-efficient of the explanatory variable is 0.315, the impact from the social performance disclosure of the study is thus; [β=.315; p=.006]. This equation shows that there is significant positive effect of Social performance disclosure on return on assets [β=.315; p=.006].

The beta values show the level of individual contribution of the independent variables (SOCIDIS) on the dependent variable (ROA). The result shows that Social performance disclosure had impacted on return on assets to the tune of 31.5% (i.e. 0.315), on the other hand, for every increase in Social performance disclosure, there is a significant positive increase in return on assets to the tune of 31.5% (i.e. 0.315). Therefore we reject the null hypothesis (H0) and accept (Ha) the alternate and conclude that social performance disclosure has significant positive effect on company's financial performance, that is, return on asset [β=-.315; p=.006].

4.4 Discussion of Findings

The study found that economic performance disclosures indicators of the companies studied from 2011-2015 has insignificant effect on their performance. This is in agreement with the study carried out by Pieter, Merwe & Panagiotis (2011) in South Africa covering the year 2002-2009. The study concluded that though some evidence indicates that companies that disclose sustainability reports may experience better economical performance, statistical analysis could not confirm a definite positive relationship between sustainability reporting and economic performance. In a similar study by Annisa and Winwin (2012), on 32 Indonesia companies found that economic performance disclosure does not influence company's performance.

The study shows that environmental performance disclosure indicators have insignificant effect on the performance of companies. This is in agreement with the research result of Annisa and Wiwin (2012) in studying 32 Indonesia companies covering the period 2006-2009 found that environmental performance disclosure does not influence company's performance. This study also shows that there exist a significant effect between social performance disclosure indicators and company's performance. This is in agreement with the findings of Annisa and Wiwin (2012) that social performance disclosure influences ROA.

5. Summary of Findings, Conclusion and Recommendations

5.1 Summary of Findings

From the study of the effect of sustainability reporting on company's performance, the following findings were made.

1. Sustainability reporting has a general significant effect on company's return on asset.
2. Economic performance disclosure has a positive insignificant effect on company's return on asset.
3. Environmental performance disclosure has a negative insignificant effect on company's return on asset.
4. Social performance disclosure has a positive significant effect on company's return on asset.

5.2 Conclusion

In this study, effort has been made to examine the effect of sustainability reporting on company's performance. The study has four specific objectives: to determine the effect economic, environmental and social performance disclosures have on company's performance. The study made use of secondary data. The study found that economic performance disclosure and environmental performance disclosure has no significant effect on company's performance while social performance disclosure has a significant effect on company's performance. Mandatory localized reporting framework in line with international best practices should be put in place to encourage sustainability reporting.

Implication of Findings

The findings of this study have some implications for companies. For instance, two of the findings of this study showed that environmental performance disclosure and economic performance disclosure had insignificant effect on return on asset of selected companies. This implies that a certain percentage of change on return on asset can be explained by environmental performance disclosure.

It was also revealed that economic performance disclosure has an insignificant positive effect on return on asset. This implies that a change in return on asset can be explained by economic performance disclosure though insignificant. Companies should not relent on reporting on economic activities as it has a positive effect on return on asset and may become significant on the long run.

5.4 Recommendations

From the study, the following recommendations are made to enhance sustainability reporting.

1. Sustainability reporting should be encouraged and a regulatory body set up to see that company's include sustainability report in their annual report as the study has shown there is a significant effect of sustainability reporting on company's performance.
2. Companies should be encouraged to disclose economic performance as this may increase their performance in the long run.
3. Since companies have not been complying fully to international best practices, there should be mandatory localized environmental reporting framework in line with international best practices on issue of sustainability reporting.
4. Companies should maintain a good relationship with their employees, suppliers, local communities and others concerned and report this appropriately in their annual report as this has an effect on their performance.

5.5 Contribution to Knowledge

To the best of our knowledge this study has contributed to the body of existing literature by looking into the effect each of the component of sustainability: economic, environmental and social has on company's performance.

The study also contributed to knowledge by finding out that economic performance disclosures has no significant effect on return on asset.

5.6 Suggestions for Further Study

Since we have different financial performance indicators, the researcher suggests that further studies should be carried out using other indicators such as return on equity, or a market performance indicator like market share. Further research can be carried on least performing companies covering same number of years or a broader number of years.

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CANADIAN CONTEMPORARY
RESEARCH JOURNAL
Volume 1, Issue 1

Project Management Life Cycle Models - Case of Pizza Delivered Quickly.

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Introduction

Rationalisation computer processes in an establishment can be expressively perplexing. This customarily happens when various computer applications are to be executed. This emphasises the importance of assimilating the project management life cycle models into such procedures. The Pizza Delivered Quickly (PDQ) as case study elucidates an applied forum for measuring the incorporation of diverse computer systems into the operational blueprint of a business. This is as result of PDQ's pursuit to boost its deals in the wake of unprecedented market forces Diverse PMLC models are needed for the various subsystems for PDQ.

Requirements for each Subsystem Proposed for PDQ are categorised by transformations. In assessment of such peculiarities, it is relevant to evaluate the fundamentals for the six subsystems encircling the anticipated operating system for PDQ.

Thesis statement: To examine the application of the of project management life cycle models (PMLC) the case of Pizza Delivered Quickly (PDQ).

Purpose of paper: Consequently all of project management life cycle models (PMLC) are important but the level of their efficiency as it pertains to the subsystems of Pizza Delivered Quickly (PDQ) will be discussed.

Overview of the Paper: The primary subsystem is the pizza factory locator. For this subcomponent, a remarkable prerequisite relates to speed. The central character of this subcomponent is to categorise the pertinent plants which are in closeness to the purchaser. The speed of the pizza factory locator will have all-encompassing inferences of the proficiency of the entire system (Hedeman, 19). Topographical positioning also assists as an indispensable prerequisite for the pizza factory locator subcomponent. This prerequisite provides enhances for zoning of the establishment's plants based on the client's whereabouts.

Order entry is the second subsystem in the proposed project for PDQ. An exceptional prerequisite for this subcomponent relates to the purchaser particulars. The order entry subcomponent should have satisfactory capability to narrow down on the appropriate particulars of the customer such as favourites and name. This would prevent misunderstandings during the real delivery procedure. With respect to the logistics subcomponent precision is an indispensable prerequisite. This is fundamentally so as a result of the multifaceted state of the whole logistics subcomponent Order Submit serves as the next subsystem in the proposed project for PDQ. For this subcomponent message proficiency is an exceptional prerequisite. This is so as a result of the subcomponent interconnection with other systems of the planned scheme for PDQ. For illustration, this subcomponent links the pizza van to the factory (Webber, 178).

The fifth subcomponent incorporates the routing blueprint. The most exceptional prerequisite for this subcomponent is the universal positioning component. This will support in guiding the distribution trucks to the expected location. With respect to the inventory administration subcomponent precision serves as the best appropriate prerequisite. This is as a result of the reactionary tendencies of inventory component in any business.

PMLC Models for the Subsystems: Diverse models for project management life cycle relate to various stages of a project. The anticipated project for PDQ is not an exemption with respect to the PMLC blueprint. It is thus critical to classify the utmost applicable PMLC ideal for the diverse subcomponent. For the pizza factory locator, the agile project management methodology is the most applicable. This is because if the projected deviations within the whole blueprint of the pizza factory locator subcomponent. In divergence, the conventional project management classic should be utilised for the Order Submit subcomponent This is fundamentally so as a result of the resolutions for the diverse projected encounters have been recognised.

For the logistics subsystem, the APM approach is the most suitable (Clements, 126). This is because of the several intricacies embodying the whole logistics subcomponent.

Furthermore, the clarifications for this subcomponent are uncertain because the elucidations for the order entry subcomponent are acknowledged; the linear PMLC model is the best appropriate. This model is decidedly pertinent to a subcomponent whose complete blueprint is more or less detailed (Wysocki, 61). This will provide enablement for an outstanding flow within the complete planned project for PDQ. The conventional PMLC is the most suitable for the routing subcomponent. This is choice pivots on the validation that the necessities of the routing subcomponent have been identified. As relates to the inventory management subcomponent the agile PMLC system is the most operative. This select is based on the uncertain nature of the solutions for this subcomponent.

WBS for the Pizza Factory: Locator Subsystem: Assumptions used in designing the WBS

There are numerous rules which form the foundation of the work breakdown structure. For example, the whole scheme is based on the assumption that the business for PDQ can be congregated into diverse sectors based on topographical location. This is a crucial postulation with respect to the precise location of the significant pizza factories.

The Best type of Indenture for PDQ: In order to realise the planned project for PDQ, diverse categories of conventions are obtainable. The first type of predetermined contract relates to the letter contract. In this prescribed blueprint an agreement is gotten as relates to the rate.

Accordingly consequent unconventionalities in the rate are not satisfactory once the project has started (Karzner, 89). The fixed magnitude contract is another substitute predetermined blueprint. In such a contractual blueprint the quantity is fixed. This can oblige as a faltering block in the event of supplementary supplies. The fixed price contract is also another option for the planned project for PDQ. This kind of contract specifies that the deliverables from the vendor are available at a fixed price. This serves as the most operative contractual blueprint for PDQ. Based on such a contract, the firm can effortlessly exploit on its objectives. With respect to the payment arrangement the letter contract is the best methodology (Clements, 107). Using such an arrangement, PDQ can straightforwardly prevent inappropriate expenditures while also restructuring the effectiveness of the whole inventory component.

Conclusion

Different PMLC models are mandatory for the diverse subcomponent for PDQ. The swiftness of the pizza factory locator will have all-encompassing consequences of the competence of the whole system. Geographical positioning also helps as a crucial prerequisite for the pizza factory locator subsystem. An exceptional prerequisite for the order entry subsystem relates to the client particulars. The order entry subsystem should have acceptable capability to contracted down on the applicable specifics of the consumer such as favourites and name. For the logistics subsystem, the APM approach is the most appropriate. This is because of the frequent intricacies exemplifying the whole logistics subsystem. Furthermore, the clarifications for this subsystem are undistinguishable. The first type of predetermined arrangement relates to the letter contract. In this contractual blueprint a contract is extended with respect to the price. Accordingly, consequent unconventionalities in the price are not satisfactory once the project has started.

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