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Editorial

This issue of *KIU Journal of Social Sciences* touches on governance, development, organizational management, social psychology and creative writing.

In Governance and Development, Tarabinah discusses the impact of activities of Transnational Oil Corporations, especially Shell Petroleum Development Company (SPDC) on human rights in Bayelsa state, Nigeria. He advises the Federal Government of Nigeria to establish an effective system of oversight in the oil industry which will factor the externality of oil on social and human rights. Sapele also argues that since NEPAD has not created the desirable changes on the individuals, participating countries should implement the policies and programmes of NEPAD, coordinate and complete poverty projects identified in the poverty reduction strategy paper (now vision 2030). Haruna, finally, examines the socio-economic justification for privatization and suggests alternative strategies to the policy.

Under Organizational Management, Okiswa and Oketch report their findings on the impact of motivation on job satisfaction among employees of Kampala University, in Masaka, Luwero and Jinja Study Centers and recommend that adequate monetary and non monetary rewards should be given to the employees, in form of salaries, wages among others for better job satisfaction. Yahaya, Kinyata and Maicibi establish a correlation between pay-for-knowledge and employee commitment among employees of commercial banks in Kano, Nigeria and recommend increase rewards on employee flexibility, independence and increase acquisition of knowledge in order to increase and sustain employee commitment. Twaha and Oketch further argue that well developed and implemented appraisals need to be upheld by all organizations so as to have an inventory of their human resource strengths and weaknesses in their day to day operations. Adamu also identifies human resource policies and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee's satisfaction in an organization.

In the Section on Social Psychology, Imbuki and Twinomujuni establish that there is a significant negative relationship between caregiver's burden and psychological wellbeing of those living with HIV/AIDS. Gambo and Imbuki also examine the role played by counseling in encouraging and developing self efficacy, self motivation, and self awareness of vocational trained graduates of Kano state tertiary

institutions. They recommend that adequate and professional school counselors and facilities should be provided to every school, resource mobilization to assist the vocational graduates, and also group counseling should be adopted by school counselors to raise the self efficacy, self motivation, and self awareness of their students which are personality attributes that could help in making them become self employed, instead of waiting for white collar jobs which is not readily available for them.

Through Creative Writing, Kekeghe demonstrates that the play-songs, in African Oral Literature, are blends of the dramatic and the poetic nuances as it is the case with western literary delineation. Also, drawing relevant examples from Chinua Achebe's *Things Fall Apart* and Sol Plaatje's *Mhudi*, Omoko argues that the thematic goal of the earliest African writers is the reassertion of the African cultural identity that has been made parlous by colonialism in a manner that history is put in its proper perspective.

On the whole, this edition of *KIU Journal of Social Sciences* features many thought provoking articles. Some of these articles are empirical in nature while others have theoretical base. Each of them focuses on one specific social and management problem or the other; trying to proffer solutions to them. Readers are therefore advised to make proper use of the ideas presented by the various authors.

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Part One
Governance and Development



Transnational Oil Corporations and Human Rights in Bayelsa State, Nigeria.

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Abstract. The study demonstrates the impact of activities of Transnational Oil Corporations specifically Shell Petroleum Development Company (SPDC) on human rights in Bayelsa state, Nigeria. The study relied on sample survey and data analysis was based on frequently distribution expressed as percentages. The paper argues that the oil industry creates an oil enclave economy which generates poverty; poverty in turn undermines fundamental human rights. It was revealed that TNC's maintain universality of standards in all geographic regions including the Niger Delta and that the Federal Government should establish an effective system of oversight in the oil industry which will factor the externality of oil on social and human right.

Keywords: TNC's SPDC, human rights, poverty.

1 Introduction

The internationalization of human rights as a global issue was engendered by the catastrophic effect of two world wars on human civilization. The outcome is an international recognition that human rights ought to be honored as bedrock for human development, democracy and good governance. The preamble to the Universal Declaration of Human Rights adopted by the General Assembly to the UN in 1948 proclaims:

The Universal Declaration of Human Rights as a common standard of achievement for all peoples and all nations, to the end that every individual

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and every organ of society, keeping this declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedom and by progressive measures, national and international to secure their universal and effective recognition and observance, both among the peoples of member state themselves and among the people of territories under their jurisdiction (UN Doc 4/11, 1948).

The U.N Charter of the Universal Declaration of Human Rights presented two main categories of rights. It is however traditional to group them into three categories paralleling the French revolution and its slogan of liberty, equality and fraternity. The first generation rights-Civil and Political, second-generation, Economic, Social and Cultural Rights. And the third generation-, Solidarity Rights e.g. the right to peace, development, to healthy environment, to the common heritage of mankind, to humanitarian assistance and self determination (Forsythe, 1989: 6).

The Charter of the United Nations Preamble, Articles 1(3), 13(b), 55(c), 62(2), 76(c). The Universal Declaration of Human Rights Preamble, Articles 2, 29(2) 30. The International Covenant on Civil and Political Rights (Political Covenant) Article 2(I), 3, 5(1), (2). The International Covenant on the Elimination of all forms of Racial Discrimination Preamble, Article (I) and the Convention on the Elimination of all Forms of Racial Discrimination Preamble, Article (1) and the Convention on the Elimination of all forms of Discrimination against Women Preamble, Article (1,3) reveals that the term “human rights” freedom, fundamental human rights; fundamental freedoms, Rights and freedom and most commonly human rights and fundamental freedom, appear in general to be used interchangeably.

This practice suggests that there is no substantive or definable legal difference between these terms. In these instruments at least human rights are not inferior to fundamental rights and freedom. They are the same (Meron, 1986:5). The attainment of human rights in the less developed countries particularly in resource rich African countries seems to be a contemporary utopia. This is borne out of the fact that there is the problem of increasingly high level of poverty and illiteracy which makes it difficult for people to claim their rights and also the erosion of state sovereignty to transnational corporations through the interplay of international capital. Transnational corporations by virtue of their control of global finance capital have become politically and economically powerful in the world.

TNCS are often described as vertically and horizontally integrated business companies which operate in more than one country. It consists of a parent company domicile in the home country and at least five or six foreign subsidiaries typically with a high degree of strategic interaction among the units with the capacity of sustaining upwards of 100 foreign subsidiaries around the world (Shapiro, 1992: 3).

A corollary to this definition is the fact that the TNCS seek to maximize the profits not of its overseas subsidiaries but rather of the parent company. Thus, the parent company may even be operating certain of its subsidiaries at an official loss. Secondly, the subsidiaries are mostly found in other countries usually in low developing countries of Africa, Asia the Middle East, Latin America and the Caribbean namely the host states. Barnett and Muller (1974) highlight transnational corporation's activities in the third world and noted that in spite of the fact that the third world countries have enormous raw materials, large labour force and great market potential they remain very poor. They explicate this reason as rooted in racism.

They further indicated three major tools applied by the TNCs in the developing world: technical capacity, financial capacity and marketing techniques. They contend that TNCs combine these three factors effectively in keeping the Third world countries permanently impoverished. This paper examines the nature of human rights in the oil producing state and the nexus between SPDC and human rights since they are solely engaged in exploiting raw materials in the form of crude oil from the land of their host communities.

2 SPDC and Oil Production in Bayelsa State

Shell Petroleum Development Company is over a century old. A British/Dutch colossus that operates all over the world. The holding companies that own the group are the Shell Transport and trading company plc (VK) and Koninklijke Nederland (Royal Dutch Petroleum Company Netherland). These two holding companies own 40 percent and 60 percent of three subsidiary companies. This corporate giant stretches over 143 countries with more than 90, 000 employees (Moody, 1992). Shell extracts oil and gas into base petrochemicals and ultimately plastics, paints and perfumes, mining of coal, bauxite, zinc, uranium, and aluminum, copper, nickel, and gold (Shell Report, 2002: 4).

The structure of the conglomerate reflects the complexity and the diversity of its interest and areas of operation worldwide. Among its operating companies are Shell International Petroleum Maatschappij BV, Shell International Chemie Maatschappij BV, Shell International Petroleum

Company Ltd; Shell International Chemical company Ltd. Bulliton International Metals BV, Shell International Research Maatschappij BV, Shell International Gas Ltd, Shell Coal International Ltd and Shell International Marine Ltd, (Shell Report 2002).

SPDC is truly a Transnational Corporation in the real sense of the word. In Nigeria, SPDC has its head office in marina, Lagos. Its Managing Director is also the chief executive; it is from here that it oversees the operation of the company which is located in the Niger Delta. The Port-Harcourt operational base is headed by a general manager east and the Warri base is headed by the general manager west. Adebani (2001) noted that there are 606 oil fields in the Niger Delta of which 360 are onshore and 246 offshore, which have been parceled out to the oil multinationals for extraction, also over 300 kilometers of pipeline lie across the landscape of the Delta, linking 275 flow stations to various export facilities.

The Royal Dutch Shell has been in the country dating back to 1937 when it was prospecting for oil with the name of Shell D'Arcy; it ceased its production in 1941 due to the Second World War and later resurfaces as Shell B.P Development Company, striking its first oil well in Oloibiri, an Ogbia village in the present Bayelsa state in 1956 then in 1958 it began full scale commercial exploitation of oil, which was later joined by other oil corporations, SPDC however, remains the main operating company of the joint venture, as it is solely responsible for its daily operations and produces between 800,000 and one million barrels of crude per day. What this implies is that for over 40 years, millions of barrels of oil have been exploited on a daily basis from Bayelsa state.

Bayelsa state is one of the oil rich regions of Nigeria Bayelsa state came into existence on October 1, 1996 when it was created by the military government General Sani Abacha. The geophysical structure is made up of three belts, fresh water swamp areas and salt water swamp area, sandy beach ridges and salt water swamp areas which is characterized by annual seasonal floods which last between July and November. The land is richly endowed with abundant natural resources. Besides crude oil and gas it is surrounded by rivers, creeks, ponds and aquatic resources, economic trees of various species and this account for the dependence of the people on fishing and farming for economic survival.

It is significant to point out that since oil production commenced in commercial quantities in Oloibiri in Bayelsa state it has been a paradox of oil wealth and poverty. For instance, Ibeanu and Egwu (2007: 135) findings shows that in spite of the state government of Rivers and Bayelsa receiving an estimated average of \$75 million monthly from the federation account, the cost of living index is estimated to be highest in Nigeria, GNP per capital

continues to run below the national average, unemployment, particularly among the youth is estimated at 30 and 50% and only about 35% of school age children attend primary school.

Also a study conducted by the United Nations Development Programme in Nigeria indicated that the average Human Development Indices (HDI) measured in terms of life expectancy, knowledge rated as adult literacy rate and gross enrolment ratio and lastly decent living housing standard rose from 0.324 in 1975 through 0.430 in 1990 to 0.466 in 2002, which decline to 0.453 in 2005, suggesting that human development situation in Nigeria as a whole has declined. The reports also revealed that the drop appears to be steeper for the Niger Delta states than for the rest of the country (UNDP 2006: 137).

Thomas (2001:12,13) observed that there are very few primary schools in the numerous islands and villages in the Niger Delta and that in some communities, there are no primary schools and where they exist, they are in poor condition, dilapidated buildings, lack of teaching facilities and qualified teachers. The study further shows that in an upland area, it is possible to establish central schools in area with fairly large population of children of school age from neighboring communities who can trek 30 minutes or one hour to school, but impossible in the river areas where villages and islands are separated by creeks, rivers, mangroves and rain forest by creeks, riverine, mangroves and rain forests. Poverty is also seen in the area of poor health condition in the high rate of child mortality, increasing rate of disease, diarrhea, respiratory disease, malnutrition, STD's etc.

Ibeanu (2008:5) noted that there is one doctor per 8200, rising to one doctor per 132000 in some areas especially the rural areas which is more than three times the national average of 40,000 people per doctor.....for added measure apart from a federal trunk B road that crosses Bayelsa state, the state has only 15 kilometers of tarred road. Poverty remains widespread, worsened by an exceptionally high cost of living created by the petro economy". Majority of the people still consume water from rivers and streams which is also used for disposing of oil effluents and human waste. The situation is also worsened by the facts that 50 percent of the state is covered by water bodies and inhabitants are constantly harassed by flood and erosion (Environment Watch 1982:2).

The incidence of poverty and social dislocation is higher in the oil producing areas apparently because the oil industry creates its own economy which has no linkage with the local economy. Its technology is highly specialized and sophisticated as a result it cannot employ the citizens of the community because they often lack the technical know-how.

Furthermore, poverty in the Niger Delta is also exacerbated by the externality of oil mining which have destroyed livelihood for the vast majority of the people. Significantly the negative effect of oil mining on farmlands and fishing waters shows a relationship between oil and livelihood in the region. This includes oil spillage that destroys marine life and crops and makes water and farmland unproductive for livelihood. Brine from oil field contaminates water and stream, also flaring gas lead to acid rains, deforestation and destruction of wild life and illness, even the dumping of toxic non bio-degradable by-products of oil refining posses danger to both flora and fauna and human existence (Ibeanu, 2007).

This socio-economic and political situation prompted a convention of Ijaw youths from all the Niger Delta states comprising over 500 communities who met in Kolokuma/Opukuma Local Government Area of Bayelsa state to deliberate on their collective existence, which led to the Kaiama Declaration in November, 1998. The Declaration called for self determination and a rejection of the Nigerian state and oil multinational corporations.

3 Empirical Analysis

In this section, data generated from primary and secondary sources will be analyzed. In all, a total of four hundred and eighty (480) copies of questionnaires were administered to twenty-four (24) sample communities in four (4) clustered zones to which 337 (70.2%) were retrieved from the respondents. These zones were Yenagoa, Ekeremor, Southern Ijaw and Nembe/Ogbia. A total of 120 persons comprising five (5) persons from each community were interviewed, the questions in the questionnaires were used in the interview and the responses were synthesized in the analysis. For the purpose of achieving our objective, the responses from the questionnaires survey were tabulated, coded and expressed as percentage. Equally, the information gathered from the interviews and observation was also interpreted along the same line. Furthermore, relevant supportive materials from secondary sources were also used to interpret and analyze our data.

The data is presented and analyzed below in the following order:

- (i) The nature of human rights in Bayelsa state
- (ii) The SPDC and human rights in Bayelsa state.

4 The Nature of Human Rights in Bayelsa State

In this context, our objective lies in finding out the features a human rights violation, in Bayelsa and to do this effectively we have to determine the level of awareness respondents have about human rights we asked them to list the various components of human rights which are highlighted below:

TABLE 1: Components of Human Rights

S/N	RESPONSE ALTERNATIVES	NUMBER OF RESPONSE	PERCENTAGE TOTAL
1	Freedom of movement	26	7.7
2	Freedom of association and peaceful assembly	22	6.5
3	Freedom from Arbitrary arrest and detention	20	5.9
4	Freedom to vote and be voted for	15	4.5
5	Right to life	25	7.4
6	Right to own property	23	6.8
7	Right to work under favorable and just condition	22	6.5
8.	Right to be free from hunger	21	6.2
9	Right to free choice of employment	19	5.6
10	Right to education	20	5.9
11	Right to adequate food, clothing and housing	19	5.6
12	Right to attain the highest standard of health	22	6.5
13	Right to development	20	5.9
14	Right of a people to their wealth and	25	7.4

	natural resources		
15	Right to self determination	20	5.9
16	Right to national and international peace and security	17	5.0
	Total	337	100%

Following this, we ought to know if the respondents have been denied any of the above mentioned rights.

TABLE 2: On whether you have been denied any of these rights

RESPONSE ALTERNATIVES	NUMBER OF RESPONDENTS	PERCENTAGE TOTAL
Yes	209	62
No	100	30
Don't know	28	8
Total	337	100%

As indicated above the response shows that 209 (62%) of the total respondents responds with yes, thereby opining that their rights have been denied while 100 (30%) says the contrary and 28 (8%) simply says don't know.

Further, we asked the respondents to mention the rights that were denied. The responses were

TABLE 3: On right denied

S/N	RESPONSE ALTERNATIVE	NUMBER OF RESPONDENTS	RANKING BY PERCENTAGE
1	Right of a people to their wealth & natural resources	30	8.9

2	Right to self determination	25	7.4
3	Right to life	25	7.4
4	Right to work under favourable & just condition	23	6.8
5	Right to attain the highest standard of health	23	6.8
6	Right to development	22	6.5
7	Right to be free from hunger	21	6.2
8	Right to free choice of employment	20	5.9
9	Right to adequate food, clothing of housing	20	5.9
	No response	128	37.9
	Total	337	100%

As highlighted above 30 (8.9%) are of the view that the right of a people to their wealth and natural resources have been denied, 25 (7.4%) opine that the right to self determination have been denied, also 25 (7.4%) indicate that the right to life is also denied, 23 (6.8%) avers that rights to work under favourable and just condition have been denied, similarly 23 (6.8%) also claim that the right to attain the highest standard of health is also derived, further 22 (6.5%) says the right to development have been denied while 21(6.2%) contend that the right to be free from hunger have been denied and 20 (5.9%) posited that the right to free choice of employment have been denied similarly 20 (5.9%) also indicated that the right to adequate food, clothing and housing in also denied and 128 (37.9%) is recorded as no responses. The implication of these responses is that the majority are able to identify the specific rights that they have been denied of.

TABLE 4: On who denied you the right?

S/N	RESPONSE ALTERNATIVES	NUMBER OF RESPONDENTS	PERCENTAGE
1.	Individual (Chief, Commissioner, Local Government Chairman, Youth leader, Elites)	4	1
2.	Oil companies	147	44
3.	Youth bodies/ organization	-	-
4.	Government (federal)	50	15
5.	Army	8	2
6.	Navy	-	-
7.	Police	-	-
8.	Others (Please specify) No. Responses	128	38
	Total	337	100

The table shows that only 4 (1%) are of the opinion that it is individual that denied them their rights, 147 (44%) indicates that it is the oil companies that denied them their rights, while 50 (15%) claim that it is Government that denies them their right and 8 (2%) contend that it is the security operatives. However, 128 (38%) is recorded as no responses. It stands to reason that while there are other violators of human rights, the oil companies play a bigger role in denying the people of their rights.

RIGHTS DENIED	VIOLATORS OF RIGHTS				
	FEDERAL GOVERNMENT	OIL COMPANIES	SECURITY OPERATIVES	IND	TOTAL
Right of a people to their wealth / natural resources	10	20	-	-	30
Right to self determination	12	13	-	-	25
Right to life	4	16	5	-	25
Right to work under favourable and just condition	3	20	-	-	23
Right to attain the highest standard of health	2	21	-	-	23
Right to development	10	9	-	3	22
Right to be free from hunger	2	19	-	-	21
Right to free choice of employment	3	17	-	-	20
Right to adequate food, clothing and housing	4	12	3	1	20
TOTAL	50	147	8	4	209

TABLE 5: Matching rights denied with violators

The above table shows a cross tabulation of the rights denied and the violators of such rights, and the analysis indicates that significantly, oil companies rank highest in violating the rights of the people, followed by the federal Governments, and Security operatives and ranked lower while individual are least in the ranking of human rights violators.

TABLE 6: On whether Oil Spillages lead to Human Rights Violation

RESPONSE ALTERNATIVES	NUMBER OF RESPONDENTS	PERCENTAGE OF TOTAL
Yes	233	69
No	47	14
Don't know	57	17
Total	337	100%

The responses as presented above shows that 233 (69%) of the total respondents were affirmative, 47 (14%) says no, while 57 (17%) said they do not know. The implication of the responses indicates that the people perceived oil spillage as violating their rights.

Furthermore, we asked the respondents to explain their responses. In fact we also noted that this was one of the question in which those interviewed willingly responded and their responses corroborates the questionnaires respondents: the responses range from the observation that oil spillage:

1. Destroys the land thus depriving the community of the right of their wealth.
2. Leads to community- oil company conflict which in turn leads to the invitation of security agents who wreck destruction on their communities thus denying them the right to work, health, property and the right to be free from hunger.
3. Some view oil spill as illegal under exploration law and absence of compensation as denying them economic rights.

TABLE 7: On whether Gas Flaring violates Human Rights

RESPONSE ALTERNATIVES	NUMBER OF RESPONDENTS	PERCENTAGE OF TOTAL
Yes	186	55
No	37	11
Don't know	114	34
Total	337	100%

The issue of whether gas flaring violates human rights was also asked and the responses shows that 186 (55%) said yes, 37 (11%) no and 114 (34%) indicates that they do not know. We also went further to ask them to explain their responses as well as interviewing the people as to why they think gas flaring violates human rights. The responses were that:

- (i) It pollutes the air
- (ii) Cause sickness e.g. (asthmatic patients in the community attest to this)
- (iii) Some of the interviewee points to the corrosion of their roof, disturbance from the noise, incessant heat and the acid rain which cause skin cancer.

S.P.D.C and Human Rights in Bayelsa State

This section examines the role of S.P.D.C in human rights violations. Our survey showed that S.P.D.C is the most dominant TNC, against AGIP which operates in only 6 communities Okpoama, Iwoama, Twon, Brass, Olugbobiri and Olugboro, leaving Texaco and others very minimal area, while the S.P.D.C operates in 17 communities out of the 24 communities.

We therefore began by asking to know the impact of SPDC on their communities.

TABLE 8: On the impact of SPDC’s activities on communities

RESPONSE ALTERNATIVES	NUMBER OF RESPONDENTS	PERCENTAGE TOTAL
Negative	193	57.3
Positive	105	31.1
Don’t know	39	11.6
Total	337	100%

From the table we can see that 193 (57.3%) hold the view that the impact of SPDC’s activities on their community is negative while 105 (31.1%) says positive and 39 (11.6%) indicates that they don’t know.

Table 9: On whether the communities have experience Oil Spillage

RESPONES ALTERNATIVES	NUMBER OF RESPONDENTS	PERCENTAGE
Yes	317	94
No	14	4
Don’t know	6	2
Total	6	2

The table indicates 317 (94%) of the total respondents says Yes, 14 (4%) says No and 6 (2%) infers that it is not known to them. Based on the above we therefore assert that oil spillage is a common occurrence in communities where SPDC operates. This corroborates SPDC’s own report that since 1989, the company has recorded an average of 221 spills per year in its operational area, involving a total of about 7350 barrels of oil a year (The Environment 1995:3)

Table 10: On SPDC response to Spillage

RESPONSE ALTERNATIVE	NUMBER OF RESPONDENTS	PERCENTAGE
Prompt	115	34
Slow	222	66
Others (pls specify)	-	-
Total	337	100%

The response above shows that 115 (34%) of the respondents said prompt while 222 (60%) of the respondents said slow. It is therefore apparent from the majority response that the SPDC is slow in their obligation in terms of cleaning up spilled oil. This corroborates the findings of Okoko and Ibaba (1998: 62) that:

Oil spills are not properly cared for by the SPDC either because of bureaucratic delays, dereliction of duty by some staff, difficult terrain, community disturbances or greedy contractors ... in some instance, particularly in the riverine communities, the spilled oil is not cleaned at all by the contractors, it is left for the benevolence of the tidal waves which carry the crude oil into the rivers and into the mangrove forest and other creeks or rivers far distant from the point of spillage. Consequently, the marine lives in the affected areas have been destroyed.

The study therefore contends that SPDC has not been able to implement effectively its policy on the environment and that the spillages are killing the economies of the affected communities.

Also our interviews' findings identified the following responses on the effect of spillages:

- (a) Farmers contend that spillages causes destruction to their farmlands and stops or prevent them from entering their farmland thus displacing them from their occupation for several months.
- (b) They also claim that economic crop which takes a long time to mature are also destroyed in the event of spillage

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- (c) Fishermen also decry the pollution and damage spillage cause to their fishing gear.
 - (d) The pollution of their only source of drinking water
 - (e) And destruction of marine life and fishing ponds
- These responses thus shows that oil spillage have a destructive effect of the environment and economic survival.

TABLE 11: On Gas Flaring

RESPONSES ALTERNATIVE	NUMBER OF RESPONSES	PERCENTAGE
Yes	200	59
No	137	41
Don't know	-	-
Total	337	100%

The responses above shows that 200 (59%) says that SPDC flares gas in their community while 137 (41%) of the respondents said No. on the effects of gas flaring on the communities, observation from our field survey reveals that gas flaring cause ill-health as can be seen from cases of many children suffering asthma, the accompanying loud noises from gas flare scares away nocturnal animals which denies hunters of game and being or living around the flare area is the inconvenience of the burning heat. The resultant effect of this incessant heat is that apart from the social cost it affects the natural cycle, because it depletes the ozone layer which in turn produces irregular season and acid rain.

Ibeanu (2008:20) asserts that “the situation is still one of the worst cases in the world; for instance in 1991 Nigeria exceeded the world average for gas flares by 72%. In that year, Nigeria flared 76% of gas produced compared with the world average of 4% and OPEC average of 18%. Also a study conducted by Environmental Right Action and the Climate Justice Programme, on the human health effect to exposure to pollutant emissions from gas flare on the citizens of Bayelsa state in the Niger Delta revealed that there are seventeen onshore flow stations which flares gas and that exposure to emission from gas flares such as (particular matter) is causing at least 49 premature deaths, 4960 respiratory illness among children and 120,000 asthmas attacks each year (ERA/CJP, 2005:24, 25).

The findings of the study also showed that gas flaring releases additional pollutants such as sulfur dioxide, dioxins, nitrogen oxides, toluene, xylene and hydrogen sulfide which cause other serious health effects that are not quantified in the analysis. The federal government of Nigeria instituted legislative measures such as the Environmental Guidelines and Standards for Petroleum Industry in Nigeria (EGASPIN) reversed 2002, the Petroleum Act (1969) and the Oil Pipelines Act (1959). However, the Acts and regulations fail to provide for sanctions and where compensation is needed, it is inadequate often failing to provide for long term collateral damage. This provides the enabling environment for serious human rights violations. In addition, the absence of effective measures aimed at disclosing information to communities regarding environmental impact assessment and financial disclosures keep the activities of the oil corporations in secrecy and lack of accountability (Amnesty International, 2009).

5 Conclusion

The study examines whether TNC's (SPDC) violates human rights in Bayelsa. The findings showed 30 (89%) respondents said the rights of people to their wealth and natural resources have been denied, while 25 (7.4%) opine that the right to self determination have been denied, furthermore 22 (6.5%) contend that the right to development have been denied. Similarly 25 (7.4%) also claim that the right to life is denied. The study also showed that there are other violators of human rights, but SPDC is listed as the biggest violators of human rights.

The sample survey also showed that 21 (6.2%) respondents attest to the fact that they have been denied the right to be free from hunger, which is a function of poverty and poverty is defined as the inability to meet basic needs of life either by natural deprivation or resulting from the actions of humans. Poverty is measured as a lack of food, lack of money, clothes, shelter and education, etc. We therefore contend here that the unusually high level of poverty in Bayelsa is as a result of the oil exploitations activities of SPDC which hinders productive capacity.

A denial of the right to be free from hunger which is caused by poverty invariably leads to the violation of the right to adequate food, clothing, and housing, a right guaranteed in Art II of the International Covenant on Economic Social and Cultural rights (ICESCR). In view of the insight gained we conclude that the SPDC violates human rights in Bayelsa state and we proffer that SPDC adopt a human rights regime by maintaining a universal standard in all geographical regions including the Niger Delta and that the federal government should establish an effective system of oversight

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in the oil industry which will factor the externality oil on social and human rights.

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NEPAD and the Challenges of Sustainable Development in Africa: The Nigerian Experience.

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Abstract: This paper focuses on the role of New Partnership for Africa Development (NEPAD) the case of Nigeria. Basically NEPAD as an alternative for sustainable development evolved on the need of African leaders who found it necessary to transform the focus of the organization of African unity (OAU) from political liberation to economic development, it was during 1980s and 1990s African governments went on to formulate mechanism on pan African development approaches which they felt were more important to the aspiration of the people. The approaches were the African Alternative Framework to Structural Adjustment Programme (1989), the African (Arusha) Charter of Popular Participation and Development (1990), the Abuja Treaty (1991) and so on. As a result of the challenges a strategic framework for Africa renewal aroused through the establishment of NEPAD in 2001 towards its goals; to promote the role of women in all activities, to eradicate poverty in Africa and to place African countries, both individually and collectively on a path of sustainable growth and development, for peace and security, for good governance. The method adopted in this research work was qualitative approach and method of data collection was secondary sources. Major findings showed that NEPAD has the problem of implementation on its policies. It also revealed that there is lack of awareness and sound knowledge about the formation of NEPAD in Africa and Nigeria respectively, lack of fund and commitment towards the programme of NEPAD. Conclusively, it was revealed that NEPAD has not created the desirable changes on the individuals, the paper recommended

that the participating countries should implement the policies and programmes of NEPAD, coordinate and complete poverty projects identified in the poverty reduction strategy paper (now vision 2030).

Key words: Development, Poverty, Democracy, Governance, Leadership.

1. Introduction

The New partnership for African Development was designed towards sustainable development. It was during the 1980s and 1990s. African governments tried on several platforms on pan-African development mechanism which they considered very important to the desires of their citizens. The mechanism and approaches were: Lagos plan of Action (1980), the final Act of Lagos (1980) the African (Arusha) charter of popular participation and development (1990), the Abuja Treaty (1991), Africa's priority programme for Economic Recovery (1986-1990), the African alternative framework to Structural Adjustment programme (1989), the Cairo Agenda (1994) and so on. The failure of these initiatives led to the emergence of New Partnership for African Development (NEPAD), which involves three different initiatives.

First, it was the Millennium African Recovery Plan (MAP), led by former South African President Thabo Mbeki and it was unveiled during the world economic forum in Davos in January 2001. Second initiative was the omega plan, crafted by the former President of Senegal, Abdoulaye Wade, and it was presented to the summit of Francophone African Leaders in Cameroon in January 2001. MAP and the Omega plan were then combined to give birth to the third initiative the New African Initiative (NAI) which then led to NEPAD in 2001.

However, NEPAD was formally adopted by African Heads of State and Government during the 37 summit of the OAU in July 2001 and it was ratified by the African Union (AU) in 2002 to address Africa's development problems within a new analysis, mechanism and approach. NEPAD founding member countries includes South Africa, Nigeria, Algeria, Egypt and Senegal. Its secretariat is located in Midrand, South Africa. NEPAD main objective also includes: to reduce poverty in Africa and to place African countries both individually and collectively, on a sustainable development path, and thus halt the marginalization of Africa in the globalisation process and to promote the role of women in all activities. Since the emergence of NEPAD, it has promoted widely both within Africa

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and in the industrialized North. Nigeria NEPAD towards sustainable development has increased agricultural productivity from lower base to the higher based. NEPAD Nigeria provides long credit and various forms of aid for Nigerian's socio-economic development. The Nigeria federal government NEPAD programmes which greatly identify and work also with partners in the public and private sectors, including civil society and international organizations, towards implementing, promoting NEPAD programmes. In fully integrating national programmes into NEPAD – Nigeria, key federal ministries and agencies have established NEPAD Desk officers/ focal points within their organizations. These Desk officers serve, as a link between the ministries/agencies and NEPAD Nigeria and to assist in the implementation of NEPAD projects within their organizations.

There is already effective collaboration between the Federal Ministry of Agriculture and rural development (FMARD) and the UN Food and Agriculture Organization (FAO) in the country level of implementation of NEPAD Comprehensive agricultural Development Programme (CAADP) and other programmes, like the Pan African cassava initiatives. NEPAD – Nigeria is closely with the Federal Ministry of Environment on the implementation of the Action plan of the Environment initiative, collaborating with the federal ministry of education, science and technology on the establishment of NEPAD e-schools programme. There is the implementation process of the African peer review mechanism in Nigeria and the NEPAD Business Group-Nigeria which was inaugurated by the then former President Olusegun Obasanjo in August 2004.

NEPAD – Nigeria has establishment state offices and coordinators, special advisors have been appointed to oversee the activities of NEPAD in Nigeria through partnership with donor agencies and the international community operating in Nigeria, and currently, there is a bill to establish NEPAD – Nigeria commission in the 6th House of Senate which has passed second reading sponsored by Sen. Simeon S. Ajibola (Kwara south) which stated that NEPAD at the national level has recorded a number of achievements which include: improved governance, domestication of NEPAD Sectoral priorities into the national development plan and improved management of the economy.

2. Conceptual clarification

2.1 The bases of NEPAD towards sustainable development

According to Kairos, (2004) NEPAD proposes to continue using old neo-liberal models of development that have failed Africa, and does not offer any hope for a turn-around of poverty, further assessing that NEPAD will create a situation in which poor countries like Malawi continue to suffer economic exploitation by larger economics in the name of regional development.

Izeze, (2004) citing the African Development Bank, defines NEPAD as a holistic, integrated, strategic development plan to enhance growth and poverty reduction in Africa by focusing key social, economic and political priorities in a coherent and balanced manner. African leaders formed a common vision and a shared conviction that they have a pressing duty to eradicate poverty and place their countries on a path of sustainable growth and development and participate in the world economy and body politics. It is designed to tackle the challenges facing the African continent.

Africa Renewal, (2011) over the past 10 years, the New Partnership for Africa's Development (NEPAD) has launched a number of bold and innovative programmes. Africa Renewal highlights NEPAD's impact in five key areas:

Through its ICT broadband infrastructure programme, NEPAD aims to connect all African countries through optical fibre, to this and two cable systems, one submarine (Uhurunet) and another terrestrial (Umojanet) are currently being built. NEPAD has also launched the e-schools initiative, to improve the quality of teaching and learning in African secondary and primary schools using (ICT). Sixteen African countries and more than 80 schools participated in the NEPAD e-schools demonstration project.

Advancing women's economic capacities and opportunities, that is, it was created in 2007 with funding from the government of Spain, to eradicate poverty and advance women's economic capacities and opportunities.

In doing this, a total of £6.285 million (around \$8.5 million) has been disbursed to 46 projects in 23 countries. So far over 31 of these projects have been completed. Recently, the fund allocated £2 million (around \$ 2.7 million) for setting up a business incubator for African women entrepreneurs in Eastern, Southern and Western Africa.

Pushing for changes in agricultural strategies, NEPAD is pushing for substantial changes in agriculture. NEPAD has supported various programmes, including partnership for African fisheries (RAF) it has launched also in 2005 a regional initiative, Terv Africa, to improve land management.

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Establishing a strategy for developing infrastructure, this was launched in July 2010 at a Summit of the African Union in Kampala, Uganda, the initiatives is geared towards NEPAD short-term Action Plan, the NEPAD medium-for-long-term strategic framework and the AU infrastructure master plan.

Encouraging local production of medicines, this strategy was adopted by a summit of the African Union in 2007, the pharmaceutical manufacturing plan for Africa aims to encourage local production of medicines, which currently are largely produced by foreign pharmaceutical companies. Towards this and NEPAD has published a strategic documents, strengthening pharmaceutical innovation in Africa.

2.2 The priorities of NEPAD

These include:

(A) Establishing the Conditions for Sustainable Development by ensuring:

- (i) Peace and security;
- (ii) Democracy and good political,
- (iii) economic and corporate governance;
- (iv) Regional co-operation and integration;
- (v) Capacity building.

(B) Policy reforms and increased investment in the following priority sectors:

- (i) Agriculture;
- (ii) Human development with a focus on health, education, science and technology and skills development;
- (iii) Building and improving infrastructure, including Information and Communication Technology (ICT), Energy, Transport, Water and Sanitation;
- (iv) Promoting diversification of production and exports, particularly with respect to agro-industries, manufacturing, mining, mineral resources and tourism;
- (v) Accelerating intra-African trade and improving access to markets of developed countries and the environment.

(C) Mobilizing resources by:

- (i) Increasing domestic savings and investments;
- (ii) Improving management of public revenue and expenditure;
- (iii) Improving Africa's share in global trade;
- (iv) Attracting foreign direct investment; and

- (v) Increasing capital flows through further debt reduction and increased flows of Official Development Assistance (ODA) flows.

2.3 The Concept of Sustainable Development

Basically, there are many definitions of sustainable development, including this landmark one which first appeared in 1978:

“Development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

From the World Commission on Environment and Development (the Brundtland Commission)

The essence of this form of development is a stable relationship between human activities and the natural world, which does not diminish the prospects for future generations to enjoy a quality of life at least as good as our own. Many observers believe that participatory democracy, undominated by vested interests, is a prerequisite for achieving sustainable development (Source: Mintzer, 1992).

Sustainable Development Commission, (2011) sustainable development is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.

Skye, (2015) sustainable development is an approach to development that takes the finite resources of the Earth into consideration. This can mean a lot of different things to different people, but it must commonly refer to the use of renewable energy resources and sustainable agriculture or forestry practices. It also entails the use of sustainable mineral use along with many other things. The idea is to create a system that is “sustainable”, meaning one that can keep going indefinitely into the future. Sustainable development also needs to take economic and social sustainability into account in order to fit within the parameters of sustainable development.

3. The activities of NEPAD in Nigeria towards sustainability

Melber, (2002) reports that for the achievement of its broad objectives, NEPAD has identified these measurable goals and tasks: promote and protect democracy and human rights, promote the development of infrastructure, agriculture and its diversification into agro-industries and manufacturing to serve both domestic and export markets.

Obasanjo, (2002) opines that this (NEPAD) mechanism seeks to hold political leaders accountable. This is a laudable idea although it is difficult in practice. According to the chairman of NEPAD coordinators forum Dr. Teze Wariboko, there should be an independent funding of programmes in

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NEPAD Nigeria which would fast track development. He said the objectives of NEPAD Nigeria revolved round:

- i. Good health
- ii. Economy
- iii. Small and medium entrepreneurship development
- iv. Good governance
- v. Education
- vi. Women empowerment and
- vii. Agriculture.

4. The roles and achievements of NEPAD in sustainable Development in Nigeria and across some states

States	Achievement/roles played
Abia State	existence of NEPAD in the 17 LGs in the state, installment of information Communication Technology (PPP -option), Abia state fibre optic Network Initiative (FON), introduction of social subsidy scheme (SSS) programme, food sustainability and security through agriculture, seminar/workshop on entrepreneurship development, project implementation drive of the 17 LGAs, a radio phone-in/interactive programme on corporate social responsibility, adoption of NEPAD framework, etc
Adamawa State	Seventy million dollars grant on rural access mobility project for the construction of forty-two feeder roads, eighteen major roads across the state, adoption of corporate social responsibility in all sectors.
Rivers State	ICT workshop in secondary schools, free books donation to Kalabari National College, HIV awareness campaign in tertiary institutions, partnership with police, road safety, graduate free skill acquisition programme. Harvesting exercise at NEPAD integrated farms, partnership agreement on youth empowerment, trained waste oil recycling engineer, training of 80 at Norway, visit of orphanage, NEPAD offices in 23 LGAs, organizes massive health programmes, trained on agriculture in Ireland, NEPAD Agriconnect established.

Bayelsa State	Training of youth, empowerment of farmers, Award of personalities in the state, 8 golds, 16 silver, 33 bronze, launch of two year strategic framework, organized talent hunt show, fashion show by children, how to spend money wisely in the festive period and beyond, 60 corporatives were given grants of United Nations African Development Foundation.
Delta State	150 women benefit from 1.2 million microcredit
Imo State	10 billion for socio-economic development, democracy and governance, corporate governance, economic governance and management. Public private partnership, NEPAD office in 27 LGAs, monthly allocation from N6m to N2m, 3,000 bundles of high-breed mosaic disease resistance cassava stem to Imo farmers, sensitization programmes, acquisition of skills, ICT, transportation, capacity building training in the public sector.
FCT NEPAD	launched of NEPAD newsletter and website, improved agriculture, address climate change, 35 million pounds mobilized through the UK Department for international Development (DFID) to support research in Nigeria and other five countries, the Swedish International Development Agency (SIDA) in developing a US \$ 4.2 million strategic response to HIV/AIDS in the fisheries sector through a piloted programme in Nigeria and other 3 countries, NEPAD – Nigeria included in the IFAD US \$ 1.3 million from Italian court for a 3 year support programme. World Bank through an IDA grant supporting agriculture expenditure tracking system programme, building of water sciences and technology Abuja Centre, Nigeria French Agency sign ICT development grant.

Source: *NEPAD Nigerian Website and Activities*

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5. Challenges of NEPAD in achieving sustainable development in Nigeria

According to Osagie, (2013) one of the ways through which industrialization can be boosted is by exploring the opportunities provided by actualizing the rationale for adopting the agenda of the NEPAD.

The Executive Director of the African Heritage Institution, (AfriHeritage), Dr. Ifediora Amobi, made this submission at a workshop organized by the institution on “strengthening the effectiveness of NEPAD in Nigeria. The way forward, Amobi, who bemoaned the state of NEPAD in Nigeria since its establishment 12 years ago, noted that since the country had been devoting huge financial commitment to the initiative but yet to take advantage of the infrastructural development aspect of it.

Senior Research Fellow, Centre for Strategic Research and Studies, National Defence College, Nigeria, Dr. Okezie Nwankowo, who presented a paper on “NEPAD and the challenges of economic development” said NEPAD Nigeria lacks specific policies and strategies to monitor and achieve objectives. According to him, NEPAD Nigeria is yet to impact positively in the area of infrastructure development especially in the critical sectors of education and health.

Dr. Abel Ezeoha, a development economist at the Ebonyi State University, Abakaliki, who also presented a paper at the workshop on “The Thorny Path to NEPAD implementation in Nigeria”, Ezeoha added that Nigeria currently lacks the requisite social and economic competitiveness necessary to actively participate in and benefit from the different NEPAD priority areas. Former Secretary to the Government of the Federation (SGF), Alhaji Yayale Ahmed, in a validation workshop for the draft progress on the implementation of the APRM- Nigeria’s National Programme of Action (NPA), pointed out that the non-existing enabling law had also contributed largely to the slow progress in domesticating the NPOA in Nigeria citing Ghana, Uganda, Kenya as examples, where it has better synergy and coordination between line ministries and other government agencies and reduced conflicts among various ministries.

According to former Special Advisor on NEPAD – Nigeria to the former President of Nigeria Mr. Tunji Olagunji, also identified some major problems militating against the success of NEPAD.

Nigeria is a federal system and it has not been easy to get the states and local governments to cover their own portion monitoring and evaluation of the plan.

Secondly, there is a problem about coordinating national development programmes in the country.

Olagunji also denied the frequent change of personnel in the organisation (NEPAD), noting that each time that happened; the organisation had to start all over again.

Omoweh, (2004) argues that NEPAD has committed a conceptual error by equating the state with the government. Mutual distrust among African nations is an area of concern. Nigeria is perceived with suspicion as tending to dominate other, smaller countries. This is often manifested in simple interstate relationships such as sports and appointment to positions in African joint projects.

Olukoshi, (2002) says the donor agencies putting high conditionalities on the developing countries for their assistance poses a very big challenge to NEPAD – Nigeria. Unsustainable debt burden is another challenge to NEPAD in the development of Nigeria socio-economic development to which the west is cyclical if not abetting and the unfair terms of trade. Another challenge to NEPAD in the development of Nigeria socio-economic sector include NEPAD's apparent distance from existing structures such as the African charter for popular participation in development and transformation. African Union and the outright dependence on the west by NEPAD, contrary to the label it has been given as home grown initiatives.

Former senior special assistant to the former president on NEPAD – Nigeria Chief (Mrs) Chinyere Asika (2006: November, 10) observed the challenges facing NEPAD – Nigeria as: strengthening and sustaining political will and leadership, building capacity, speeding up implementation and integration, involvement of the private sector, communicating NEPAD, and ensuring wide ownership and synergy between country and continental level.

Wariboko, (2014) observed that NEPAD Nigeria vis-à-vis states faced challenges of training and retraining of staff that are being seconded by some ministries on NEPAD skills there is also an autonomous framework problem in the legal aspect of NEPAD that is enabling laws to be able to deliver efficiently and funding.

6. Methodology

The method adapted in this research work was qualitative approach and the method of data collection was secondary sources. The simple random sampling was used and the study employed was descriptive method.

7. Findings

From the findings, it is evident that NEPAD provides various forms of aid for Nigerian sustainable development. This was backed up by the different training programmes and empowerment carried out by various state NEPAD in Nigeria and through the assistance of NEPAD – Nigeria headquarter office.

It was revealed also that, the existence of NEPAD Nigeria and across the state, has increased farmer inputs, productivity from lower base to higher base through the literature review and the data collected on NEPAD state website. The roles of NEPAD – Nigeria and in relation to the state have rendered high motivation in pursuing the millennium development goals.

The study also revealed that NEPAD – Nigeria has not fully established offices across the states, that is, NEPAD is existing in few states of Nigeria which greatly affects its programmes and activities towards sustainable development.

It was observed that recent tour of Nairobi, Kenya, by some key officials of NEPAD Nigeria, indicates the resolve of the government to reposition it by understudying NEPAD Kenya's activities and success it has recorded. Kenya NEPAD succeeded due to the political will demonstrated by the government of the country. Mr. Ibrahim Yunis, the human resource director, NEPAD Kenya, corroborated. It was also discovered that NEPAD has the problem of implementation on its policies, lack of awareness and sound knowledge about the formation of NEPAD in Africa and Nigeria respectively, lack of funds and commitment towards the programme of NEPAD, backed up by Wariboko observation and experience as Rivers State NEPAD coordinator.

8. Conclusion

New partnership for African Development (NEPAD) is an alternative for sustainable development evolved on the need of African leaders who found it necessary to transform the focus of the African Union from political liberation to economic development. It was revealed that NEPAD has not created the desirable changes on the individual despite the huge resources invested on the programme, that NEPAD Nigeria has received funds from different donors but yet to achieve its plan goals, programmes and activities.

9. Recommendations

Based on the study carried out, the following recommendations were made in order to carry out effective and efficient service delivery.

- There should be awareness towards NEPAD Nigeria programmes.
- Proper funding by partners, federal, state government to boost its activities and programmes.
- Nigeria needs to adhere to the NEPAD policy on the development of education and the health sectors in the area of funding.
- NEPAD Nigeria must be geared towards capacity building particularly for government functionnaires to enable them promote through their various MDAs.
- It was also recommended that participating countries should implement the policies and programmes of NEPAD.
- Coordinate and complete poverty projects identified in the poverty reduction strategy paper.
- NEPAD Nigeria commission should be passed urgently and sign into law to have effective and efficient service delivery.
- Improving infrastructure and trade related capacities for market access.
- There should be fully implementation of the e-schools project.
- The African peer review mechanism should be given its full course of action towards sustainable development.

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Concerns for Sustainable Development in the Implementation of Privatization Policies in Nigeria

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Abstract. By the early 1980s, it was realized that most public enterprises were performing poorly and were becoming burden on the government. Several reasons were given for unsatisfactory performance. In order to remedy the situation, there have been tendencies towards privatization. Privatization, in particular, has become the most common strategy for dealing with the problems of public enterprises especially since its introduction after the Structural Adjustment Programme (SAP) in the 1980s. This implies that privatization itself is not a home-grown solution. It is essentially an imposition by the Bretton Woods institutions (the World Bank and IMF). The standard procedures for privatisation are not followed as can be seen from the scandals that followed the aborted sale of Nigeria Airways to Airwing of UK which had neither solid capital base nor the required experience to merit taking over the national carrier. People are concerned that there is no effective monitoring and evaluation of the privatisation programme in Nigeria. For instance, it has been documented that fifteen years after the initiation of privatisation programme in Nigeria, there has not been a comprehensive assessment of the post-privatisation performance of affected enterprises. In the light of the above, there is an attempt in this paper to discuss the socio-economic justification for and the role of public enterprises in the Nigerian context, their performance before the new policy,

privatization in action, its implication and finally suggests alternatives, strategies to this policy.

1. Introduction

One of the most ill-understood sub-fields of Public Administration is the public enterprises. Some of the greatest critics of public enterprise consider it as pro-status quo discipline which lacks a solid foundation. In particular they see the field as being primarily, if not exclusively, concerned with the “trite” question of the most despised institution of bureaucracy. The logic is simple and straight forward; if the public bureaucracy is inefficient and incompetence, what can we expect of its offshoot, the public enterprises? For instance Heald (1985) was so obsessed with the public enterprises that he considered it “flawed instrument of public policy”.

The dominant negative views about the public enterprises are not restricted to the academia alone they are also found in popular culture. In Nigeria, anything that has to do with government or its institutions is condemned and derided. These views include observation that the public enterprises are government institutions which constantly blunder and threaten the superior instruments of private enterprise and market organization. Critics readily point to the poor performance of government parastatals which have been unable to satisfy the needs and aspirations of Nigerians.

It has been empirically demonstrated that economic development in developing countries is largely a function of the development of social and economic overheads such as power, energy, roads, railways, communication and health and educational facilities (Jhingan, 1995). In the case of Nigeria these social and economic infrastructures are, to say the least, underdeveloped and badly managed. In the popular press, one commonly finds horror stories about bureaucratic bloopers and blunders at the expense of over-burdened tax payers, it is either the Petroleum Products Pricing and Regulatory Agency (PPPRA) is increasing the prices of petroleum products or the National Electric Power Authority (NEPA) now called Power Holding Company of Nigeria (PHCN) is plunging the whole country into perpetual darkness. The bad story is endless. And the simple prescription is that the inefficient and incompetence public enterprises should be sold to private investors who can properly manage them (i.e. privatization and commercialization). Thus, privatization and commercialization became government preferred policy strategy to deal with the poor performance of public enterprises right from the mid-1980s. The policies have been pursued with utmost determination by successful Nigerian governments. The agreements and the accommodation of foreign interests may be seen as part

of the gradual incorporation of Nigeria into the world capitalist order which began long before political independence in 1960. To single out public enterprises for castigation, vilification and outright sale may not be the ultimate solution to the problem of public enterprises in Nigeria. Public enterprises are part of the public bureaucracy which is a government institution. The government itself is an institution of the society. Thus, if the government parastatals are not doing well, then focus should also be on the bureaucracy, the government and the society. The overriding objective of this study is to explain the socio-economic justification of public enterprises and to provide insights into the desirability and sustainability of the reform. It is envisaged that strategies recommended would assist the national council on privatization in correcting the pitfalls embodied in the previous endeavour.

2. Conceptual Clarification

2.1 Privatization

Although the concept of privatization is an emotive, ideological and controversial one evoking sharp political reactions, its political origins, meaning and objectives are not ambiguous. Iheme (1997) defines privatizations as:

.....any of a variety of measures adopted by government to expose a public enterprise to competition or to bring in private ownership or control or management into a public enterprise and accordingly to reduce the usual weight of public ownership or control or management. However, in a strict sense, privatization means the transfer of the ownership and all the incidence of ownership, including management) of a public enterprise to private investors. The later meaning has the advantage of helping one to draw a line between privatization and other varieties of public enterprise reform. It is also the sense in which the term has been statutorily defined in Nigeria.

In a similar vein, Starr (1998) defines privatization as a shift from the public to the private sector, not shifts within sectors. According to him, the conversion of a state agency into an autonomous public authority or state owned enterprise is not privatization neither is conversion of a private non-profit organization into a profit making form.

The Privatization and Commercialization Act of 1988 and the Bureau of Public Enterprises Act of 1993 define privatization as the relinquishment of part or all of the equity and other interests held by the Federal Government or any of its agencies in enterprises whether wholly or partly owned by the

Federal Government. Although privatization is not defined in the Public Enterprises (Privatization and Commercialization) Act of 1999, we can assume that it is deemed to have the same meaning.

From the definitions above, three things are clear. First, for privatization to take place there must be in existence public enterprises, which need to convert into private enterprises. Secondly, there is the reasoning that private ownership or control or management would be better than public ownership. Finally, privatization is premised on the fact that there are problems with public ownership of enterprises and privatization is part and parcel of a reform agenda to turn around these enterprises so that they can deliver goods and services more efficiently and effectively. As we shall show later, this kind of reasoning is ideologically loaded and cannot be substantiated by the existential reality of Nigeria.

2.2 Objectives of Privatization

Kay & Thompson (1986) summed up the objectives of privatization as follows:

(i) Improvement of Economic Performance

Improvement in economic performance or efficiency is the major objective of privatization. In other words, privatization leads to allocative and productive efficiency. The later refers to optimal utilization of input resources. The fear of bankruptcy or takeover may force a firm to produce goods at minimum costs. This implies that encouragement for productive efficiency comes from the capital market. Allocative efficiency means that goods produce should reflect the cost of production. When economists talk about efficiency, they mean allocative efficiency whereas businessmen are concerned with productive efficiency.

(ii) Resolving Management Problems

The central objective of privatization is to resolve the persistent problems management and control. In the word of Heald (1985) public control is viewed as “illegitimate because political objectives are held to be less valid than market criteria” (Heald, 1985). But are we interested in management and control as end in themselves or as instruments for improving efficiency? The later is more important.

(iii) Revenue Generation

The third of objective of privatization is to raise revenue. However, better performance may not necessarily lead to increased revenue and the management concerned with the level of income may not pay adequate

attention towards improving efficiency. Consideration of revenue leads to hasty denationalization (privatization). This is rather short-sighted

(iv) Discipline of Trade Union

An unstated objective of privatization is to reduce the power of trade unions. Labour unions are usually very powerful.

(v) Promotion of Capitalism

The major objective of privatization is to further concentrate wealth in few hands.

(vi) Promotion of Consumer Sovereignty

In a free market economy, the consumer is the king whereas the public sector, despite official rhetoric's, tends to have little regard for the clientele. The objective of privatization is to re-establish the sovereignty of consumers.

2.3 Cases Advance for Privatization

(i) Inefficiency of public enterprises

The rate of return on investment in public enterprises is generally low or sometimes negative. A major effect of these losses is that the poor subsidize the rich since the capital base of these enterprises is mainly from indirect tax. This raises the problem of equity. The huge losses are as a result of the inefficient utilization of resources and this result from the public ownership of the enterprises. What privatization does is to transfer the politicized or non-commercial aspect of the public enterprises to the private sector. This is because public enterprises are seen as "flowed instrument of public policy" (Heald, 1985).

(ii) Reduction of Government Expenditure

Privatization may lead to a reduction in government expenditure or deficit. The more the government consumes the worse for entrepreneurship. By establishing public enterprises and borrowing to sustain them the state would be "crowding out" the private sector. The liquidity available for loans to private individuals is thus reduced. The scope for individual welfare is minimized but this contrast sharply with Adam Smith's argument that public welfare can only be maximized when private welfare is maximized.

This is however a double – edged sword. It is like shifting the public borrowing to private borrowing. Sometimes the government has to guarantee such loans.

(iii) Dealing with the Problem of Economic Decay

Most public enterprises in developing countries have no cash value. For instance, the Nigerian Railway was liquidated in 2003 because it was indebted to the tune of 16 million pounds. Public enterprises have not been experiencing growth. They have ignored infrastructures such as power, energy, communication, water supply, transportation, etc. Thus, in spite of the fact that there are more public enterprises in Africa, the continent has the worst infrastructure in the world.

(iv) Solution to Anti-Distributional Bias of public enterprises

Despite its political and economic objectives, public enterprises do not promote the welfare of the people and access to public good. The proponents of privatization contend that it will do away with the anti-distribution bias of public enterprises.

(v) Debureaucratization of Decision – Making

Privatization may lead to the collapse of bureaucratic empires or depoliticization of economic decision. But inefficiency is not necessarily the result of ownership, etc. All big organizations (whether public or private) have the tendency to become bureaucratic.

(vi) Maximizing Comparative Advantage

It is assumed that the private sector enjoys a comparative advantage over public enterprise in the production of goods and services. Nevertheless this claim has not been proved empirically.

Benefits Accruing from Privatization Objectives

Privatization of public enterprises is often justified on the ground that its objectives are attractive.

2.4 Cases against Privatization

- (i) Deregulation and privatization mean reducing the role of government without necessarily reducing its responsibilities (Jamrosik, 1992).
- (ii) Privatization widens the gap between the rich and the poor.
- (iii) The programme is usually implemented by a government which lacks the capacity to build or manage the inherited structures.
- (iv) The lack of transparency and accountability in the sale of public enterprises and the suspicion that top public officials are the major beneficiaries of the privatization programme raise a number of questions about the motive of privatization.
- (v) Some of the funds realized from the sale of enterprises or assets are not usually plough back into the economy so as to social and economic overheads.
- (vi) It may lead to unemployment.

- (vii) The fiscal impact of privatization is not clear. If the assets are sold now, revenue may accrue to the government but the government loses or forgoes future revenue.
- (viii) If public enterprises are privatized their development objectives can never be realized.
- (ix) The purchases of these enterprises or assets by foreign companies or their local proxies have grave political consequences.
- (x) Under external pressures, government may privatize public enterprises or assets, but in most cases the problems of the enterprises, e.g. their inefficiency, remain largely unresolved.
- (xi) A major argument against privatization is that public enterprises are a sort of heritage and that privatizing them may be synonymous with allowing few wealthy individuals in the society to deprive the majority of the people of this common heritage.
- (xii) On the ideological plane, privatization is a major concern to certain interest groups (particularly labour union) on the ground that privatization would jeopardize the access of working to economic resources.
- (xiii) Privatization is an indirect instrument by which the western capitalist states continue to maintain their domination and exploitation of the economic resources of developing countries.

3. Contending issues in the Implementation of Privatization Policies in Nigeria

There are concerns in the civil society that the environment of Nigeria as presently constituted and the way the privatization programme has been implemented cannot lead to success. According to the World Bank, the Chief architect of privatization:

Most privatisation success stories come from high income and middle-income countries. Privatisation is easier to launch and more likely to produce positive results when the company operates in a competitive market and when the country has a market-friendly policy environment and a good capacity to regulate. The poorer the country, the longer the odds against privatisation producing its anticipated benefits and the more difficult the process of preparing the terrain for sale.

From the above quotation, four conditions are necessary for the success of any privatisation programme. First, the country should be either be in high or middle income bracket. But Nigeria despite its vast human and natural resources is a poor country. The Human Development Index ranking placed

Nigeria in 148 out of 173 countries in 2002. Nigeria hosts the third largest number of poor people after China and India. Statistics show that the incidence of poverty using the rate of US\$1 per day increased from 28.1 percent in 1980 to 46.3 percent in 1985 and then to 65.6 percent in 1996. The incidence increased to 69.2 percent in 1997. If the rate of US\$2 per day is used to measure the poverty level, the percentage of those living below poverty line will jump to 90.8 percent.

The second condition is that the country should operate a competitive market. The third is that there should be a good policy environment and finally a good capacity to regulate. Any keen observer of the Nigerian environment will know that these conditions are completely absent. A sincere privatisation programme will therefore begin by creating the necessary environment. This is why apologists of privatisation insist that privatisation programme should be a part and parcel for a comprehensive public sector reform package. However, it has been argued that the Nigerian Privatisation exercise is not accompanied or preceded by an articulated and properly phased public sector reform and it will therefore not result in more efficient production of public goods nor will it make any significant positive impact to fiscal balance

It is instructive to note that the World Bank gives eight key lessons on experience of privatisation.

1. Privatisation works best when it is a part of a larger programme of reforms promoting efficiency
2. Regulation is critical to the success of monopolies.
3. Countries can benefit from privatising management without privatising the ownership of assets.
4. The sale of large enterprises requires considerable preparation.
5. Transparency is critical for economic and political success.
6. Government must pay special attention to developing a social safety net.
7. The formerly socialist economies should privatise in all possible ways that encourage competition, and they should experiment with all available methods that go beyond a case-by-case approach to privatisation.
8. In changing the public-private mix in any type of economy, privatisation will sometimes be less important than the emergence of new private business.

4. Conclusion

The paper concludes that:

Privatisation is not a blanket solution for the problems of poorly performing state owned enterprises. It cannot in and of itself make up totally for lack of competition, for weak capital markets, or for the absence of an inappropriate regulatory framework. But where the market is basically competitive, or when a modicum of regulatory capacity is present, private ownership yields substantial benefits.

Civil society activists in Nigeria are concerned that the lessons above are not taken into consideration in the implementation of the Nigerian privatisation programme. As noted above, the privatisation programme is not a part of a compressive public sector reform agenda. The question of providing an appropriate regulatory environment is not taken seriously. The implementers of the programme are in a hurry to sell off all state owned enterprises even without adequate preparation taking into cognisance labour, gender and equity issues. Both the political leadership and the implementers of privatisation are carrying on as if privatisation is the only solution to poorly performing state owned enterprises, smuggling and effective distribution of goods and services.

In addition, the standard procedures for privatisation are not followed as can be seen from the scandals that followed the aborted sale of Nigeria Airways to Airwing of UK which had neither solid capital base nor the required experience to merit taking over the national carrier.

Finally, people are concerned that there is no effective monitoring and evaluation of the privatisation programme in Nigeria. For instance, it has been documented that fifteen years after the initiation of privatisation programme in Nigeria, there has not been a comprehensive assessment of the post-privatisation performance of affected enterprises.

5. Recommendations

There is need to devoid ourselves from these misconceptions and re-examine the critical problems facing the public enterprises. It is not the symptoms that should be addressed but the causes as analyzed in the foregoing. Succinctly put, privatization is incompatible and distinctive from the principles and genuine pursuit of sustainable development. The general concern should be on how to overhaul the system with a view to removing the bottlenecks and provide appropriate organizational climate for public enterprises to function as initially contemplated. To this, therefore, the following recommendations may be considered.

The demand for high quality management of public enterprises has become too complex to be understood without prior planning and analysis. Government should discard the idea of planning for, funding and

management of these enterprises and allow them to run as socio-economic services and be so accountable.

Appropriate accounting, legal and regulatory infrastructure must be provided for the new crop of managers with different functional expertise to exploit and develop. This implies that the role of the managers is not that of a chief or defence but institutional leadership.

Management must always be sensitive to a wide range of popular orientation and expectation, and adopt organizational circumstances accordingly. However, the government could help by ensuring conducive investment and ethical climate for socioeconomic development.

Government needs to be elastic in its thinking and not constrained to its search for alternatives within the western scope or World Bank at the expense of the developing economy.

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Part Two
Organizational Management



Motivation and Job Satisfaction among Employees of Kampala University Study Centers of Masaka, Luwero and Jinja.

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Abstract. This study set out to investigate the impact of motivation on job satisfaction among employees of Kampala University, in Masaka, Luwero and Jinja Study Centers. The study was guided by three specific objectives: (i) to examine the extent to which employees of Kampala University Study Centres are motivated (ii) to determine the extent of job satisfaction among employees of Kampala University Study Centres and (iii) to establish the relationship between motivation and job satisfaction among employees of Kampala University Study Centers. A cross sectional survey design was guided the study with a sample size of 114 respondents randomly selected. Data collection was enabled by the use of the questionnaire survey. Research findings revealed that motivation of staff is a major concern (Mean = 4.07) indicating poor, the extent of job satisfaction also being low (Mean 3.06) and a substantial and significant relationship between motivation and job satisfaction ($r=0.957$, $p < 0.05$). This means that an increase in motivation is followed by an increase in job satisfaction. From the findings, it is concluded that motivation is key in enabling employees derive positive job satisfaction from their respective responsibilities they hold in organizations. It is concluded that adequate monetary and non monetary rewards should therefore be given to the employees, in form of salaries, wages among others for better job satisfaction.

Keywords: Motivational Strategies, Enhancement, Employee Performance, Organizations

1. Introduction

Motivation has been commonly assumed to be a good practice that influences individuals' behaviour towards job satisfaction. Motivation is the drive that makes people act or not to act in a particular way (Maicibi, 2003). Tracy (2000) define motivation as all those inner striving conditions that are described as wishes, desires and urges to stimulate interest of a person in an activity. Motivation could be viewed as any force that would reduce tension, stress, worries and frustration arising from problematic situations in a person's life and thus enhance his or her level of job satisfaction.

Motivation of employees world over is a big human resource challenge in both public and private organizations given that employee's interests differ from those of employers. While employers are interested in accomplishing organizations' objectives of maximizing benefits and profits, the employees want to maximize their income in terms of; salary, wages, allowances and other fringe benefits in return to their skills, knowledge and efforts. The extent to which the employees invest in their skills, knowledge, and efforts to perform more efficiently and effectively is determined by the employer's ability and willingness to pay satisfactorily (Frey, 2012).

On 1st May 2013, during the International Labor Day celebrations in Tororo District, the Mufti of Uganda, citing the Quran "Pay the laborers before their sweats dry up" urged the President of Uganda to ensure teachers job satisfaction by paying their salaries in time. Edabu and Ijeoma (2014) observed that, most of the private universities in Uganda have meager resources to sustain their staff, whereby most of the universities entertain part time staff. The staff complained of the unattractive general terms of service and other conditions of work. The levels of remuneration and terms of service are not very competitive in the job market leading to inadequate motivation and poor retention of staff.

According to the Daily Monitor, Thursday, December 16, 2006, lecturers were working abnormally under skewed conditions amidst poor pay, for instance lecturers were involved on normal workload, research supervision, community service and publication to mention but a few. The report also mentioned that in some faculties, a lecturer is at work from 7:00am to 10:00pm each working day and the weekend lecturers engage in extra-load, not because they like it but because of poor remuneration. As for paying for marking, setting exams and invigilation, it is true that some faculties and schools pay some money for these activities, however, what is paid is not commensurate to the input. Most universities require their academic staff to engage in teaching, carrying out research, publish and render community service. They have defined level of

performance on which every staff is judged for employment and promotion. However, the level of productivity of the academic staff in many private universities is far below. Employee productivity does not seem to have improved overtime. Armstrong (2007) observes that when employees are unhappy, frustrated, uninspired and not motivated, their level of productivity remains low.

2. Objectives of the Study

The general objective of this study was to establish the relationship between motivation and job satisfaction in Kampala University Study Centers.

Specific objectives of this study include the following:

- (i) To examine the extent to which employees of Kampala University Study Centres are motivated.
- (ii) To determine the extent of job satisfaction among employees of Kampala University Study Centres.
- (iii) To establish the effects of monetary and non monetary rewards on job satisfaction of employees in Kampala University Study Centres.

3. Literature Review

According to Stipek (1996), early approaches to the study of motivation were rooted in the literature on extrinsic reinforcement. Within this literature, all behavior, including achievement, was believed to be governed by reinforcement contingencies. Proponents of this approach included B.F. Skinner, who identified different types of reinforcers. Positive reinforcers, or rewards, are consequences that increase the probability of a given behavior they were made contingent on, whereas negative reinforcers are consequences that increase the probability of a given behavior by removing or reducing some negative external stimulus. Punishment, on the other hand, refers to unpleasant consequences that decrease the probability of a given behavior. Under this framework, the teacher's job is clear: to use good grades and praise to reward desired behavior and bad grades or loss of privileges as punishment. As Stipek notes, this approach is limited to the extent that rewards and punishments are not equally effective for all students, and desired behaviors (such as paying attention) are difficult to reinforce. Moreover, the benefits of extrinsic rewards tend to decay over time. Maicibi (2007) notes that rewards have the ability to increase the frequency of employee action. Rewards are therefore very crucial for all organizations. It represents something good which a person receives for

something done and when it comes timely, motivates the individual. The management of human resources in Kampala University seems to leave a lot to be desired in as far as motivation of academic and non academic staff is concerned, since wages are not paid to staff in time.

Monetary reward is one of the most important factors leading to staff effectiveness. Akintoye (2000) and Asaba (2001) all agreed that money remains the most significant motivational strategy to enhance performance in an organization. However, recent findings contradict the above. A study by Maicibi (2003) in Secondary Schools in Uganda, found out that teachers prioritized issues revolving around money such as housing and transport. This was because most of the teachers in Uganda were not able to fully meet their physiological needs. Salary was established as the major way of meeting their needs. Good remuneration together with good working conditions have a stabilizing effect on labour in any organization. This may equally apply to the staff of Kampala University Study Centers.

Senteza (1998) argued that compensation and promotions were very important in employee performance and commitment. Similarly, another technique to motivate and aggravate workers to greater productivity is job enhancement, job rotation and job enlargement. Job enhancement is giving the employees work which is meant for higher posts than his but not too difficult for them to perform-this is vertical, while job enlargement is giving the employees more work load. Job rotation is availing the worker other high status without corresponding financial attachments Hertzberg's (1954).

According to Moncrief (2010) non monetary incentive programs have been gaining notice recently because of the current economic downturn and the lack of financial resources necessary to support traditional monetary incentive programs. Non monetary incentive programs not only benefit employers through lower costs but also benefit employees by increasing their intrinsic motivation toward the job. However, how such programs are received by employees may vary greatly depending on employee perceptions related to internal and external pay equity, organizational justice, perceived managerial discretion and perceived organizational hardship. However, compensation managers need to address these perceptions head-on to increase the success of non monetary incentives. This implies that Kampala University as an academic institution that employs many people has to take the above into consideration. However like any institution faced with many challenges it may not have risen to the occasion.

Tausif (2012) investigated the relationship between non-monetary rewards and job satisfaction among teachers in public schools in Pakistan. The study used 200 samples that were randomly selected. The findings showed that non-financial rewards are the most powerful predictors of job satisfaction. Therefore, non-Monetary incentives positively influenced job satisfaction. Similarly the influence of non-Monetary Incentives and Job Performance has empirically been proven by Lewis (2013) who posited that praise and recognition were effective ways of motivating employee behavior in the organization as they are considered the most important rewards.

Cherrington (1977) refers to the various aspects or facets of the job as the individual's attitude about their pay, the work itself - whether it is challenging, stimulating and attractive, and the supervisors - whether they possess the softer managerial skills as well as being competent in their jobs. Overall satisfaction focuses on the general internal state of satisfaction or dissatisfaction within the individual. Positive experiences in terms of friendly colleagues, good remuneration, compassionate supervisors and attractive jobs create a positive internal state. Negative experiences emanating from low pay, less than stimulating jobs and criticism create a negative internal state. Therefore, the feeling of overall satisfaction or dissatisfaction is a holistic feeling that is dependent on the intensity and frequency of positive and negative experiences.

The content theories of motivation can be seen as more related to satisfaction than to motivation. For example, Herzberg's theory is considered as a theory of job satisfaction related to motivation at work (Mullins, 1998). The content theories suggest unsatisfied needs lead to an unstable situation and state of tension. Herzberg's 1959 theory argued that hygiene factors include working conditions, interpersonal relations, supervision, job security, benefits, company policies and management, and salary. When the level of these factors is unacceptable for employees, job dissatisfaction occurs, but an acceptable level does not lead automatically to job satisfaction and but simply prevents dissatisfaction and poor performance. Motivating factors which included recognition, advancement, achievement, autonomy, work itself and responsibility lead to job satisfaction. The theory argues that satisfaction factors and dissatisfaction factors are distinct and separate.

Job satisfaction is therefore an important workplace construct and one that is of concern for effective management. Thus, numerous research findings suggest that conflict management style is related to various aspects of employee satisfaction are of interest and represent an important extension to

the job satisfaction literature. These findings imply that satisfaction with supervision is one of the most important attitudinal issues in the workplace that managers face. Thus, the relevance of satisfaction with supervision in an organizational study needs no further explanation. It is a collection of feelings or affective responses of the organizational members which are associated with the job situation within the organization. Smith, Kendall, and Hulin (1969), in their well documented measure, the Cornell Job Descriptive Index (Cornell JDI) described five areas of satisfaction: the work itself, the supervision, the co-workers, the pay, and the opportunities for promotion on the job.

4. Methodology

The study applied a cross sectional survey design in order to gather data from the study samples of the various Study Centres. Data was collected using questionnaires from the 114 respondents identified with the aid of Slovens formula using simple random sampling technique. Data was collected and filed on each day after each Study Centre was covered. After data collection the questionnaires were grouped according to each study centre and labeled. The researcher then used a statistical package for social scientists (SPSS) to analyze quantitative data. Findings for objectives 1 and 2 were reported using descriptive statistics showing frequencies and percentage distributions as well as mean scores while findings for objective three were reported using Pearson’s Linear Correlation Coefficients (PLCC) test.

5. Results and Discussion

Table 1: The extent to which employees of Kampala University Study Centers are motivated

Statement/items	SA	A	SD	D	U	Mean
The current pattern of motivation in Kampala University is very good	70 (61)*	30(26)	0(0)	0(0)	14(13)	4.49

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The money paid to the staff of Kampala University is adequate in relation to the services	80 (70)	25(22)	0(0)	0(0)	9(8)	4.62
The motivation strategies of Kampala University are commensurate to employee efforts	19(17)	0(0)	95(83)	0(0)	0(0)	4.83
Employees of Kampala University prefer monetary motivation to non monetary motivation in their line of work	52(46)	41(36)	10(8)	11(9)	0(0)	4.00
Awards, trophies, certificates of recognition, praises are regularly given to staff who perform well in Kampala University	8(6)	12(10)	66(58)	28(25)	2(1)	4.25
Employees are recognized constantly and promoted based on their good performance in Kampala University	12(11)	17(15)	42(37)	43(37)	0(0)	2.25
Average mean						4.07

Source: Field Data, 2015

***Figures in brackets represent percentages**

The results in Table 1 show that majority of the respondents perceived the current pattern of motivation in Kampala University being very poor (Average Mean = 4.07). Only one item was ranked by the respondents as being fine (i.e. employees are recognized constantly and promoted based on their good performance in Kampala University). The rest of the items were ranked as being poorly administered by the university. This implies that majority of the respondents were not satisfied with the level of motivation across the three study centers.

Table 2: Extent of job satisfaction among employees in Kampala University Study Centres

Statement	SA		A		SD		D		U		Mean
1.Motivation improves the behavior of employees towards each other at KU Study Centers	12	11%	11	8%	47	42%	4	36%	4	3%	2.13
2.Motivation elicits commitment of workers to KU	58	51%	56	49%	0	0%	0	0%	0	0%	4.56
3.Adequate motivation keeps the staff attached to KU	0	0%	0	0%	61	54%	5	44%	3	2%	1.5
4.Monetary rewards influence job satisfaction at KU	71	62%	43	38%	0	0%	0	0%	0	0%	4.62
5.Motivation makes the staff feel satisfied and perform better at KU	70	61%	23	20%	10	19%	0	0%	0	0%	4.45
6.Monetary motivation makes workers feel happy and committed to their jobs at KU	76	67%	38	33%	0	0%	0	0%	0	0%	4.67
7.The current motivation at KU has created a positive employer–employee relationship	0	0%	0	0%	9	79%	2	21%	0	0%	1.21
8.Motivation whether it is monetary or non	0	0%	0	0%	7	63%	4	37%	0	0%	1.37

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monetary has made employees more satisfied with their work in KU											
Average mean											3.06

Source: Field Data, 2015

Table 2 presents job satisfaction level among staff of Kampala University. Accordingly, the average mean of (3.06) reveal that the respondents disagreed on having satisfaction on their current jobs. However, respondents agreed that motivation improves the behavior of employees towards each other (mean = 2.13); adequate motivation keeps the staff attached to Kampala University (mean = 1.5); the current motivation at KU has created a positive employer–employee relationship (mean = 1.21); and motivation whether it is monetary or non monetary has made employees more satisfied with their work in KU (mean = 1.37). the above results thus attest to the fact that while the University has not put in place enough conditions conducive to positive job satisfaction, it should also commended for the areas that it has managed to fix and the hope that management of the university will further try to improve those areas which are currently wanting.

Table 3: Pearson Linear Correlation Coefficient Test between Motivation and Job Satisfaction

Variables	Products	Motivation	Job satisfaction
Motivation	Pearson Correlation	1	.957**
	Sig. (2-tailed)		.000
	N	114	114
Job satisfaction	Pearson Correlation	.957**	1
	Sig. (2-tailed)	.000	
	N	114	114

Source: Primary data; 2015

Pearson Linear Correlation Coefficient test on Table 3 reveals a positive and significant relationship between motivation and job satisfaction in among staff of Kampala University study centres. The result above showed that there is a substantial and significant relationship between motivation and job satisfaction ($r=0.957^{**}$, $p<0.05$). Thus, attempts by management to increase motivation to their staff shall significantly lead to high job satisfaction among employees of the study centres.

5. Conclusion

From the findings of the study, it is here concluded that motivation of staff at Kampala University study centres need to be given sufficient attention it deserves given that if staff are poorly motivated then they cannot be in position to do their work appropriately. This would adversely affect their job satisfaction and besides their main output are seen in the graduates that they produce. Thus, failure to make staff appreciate what they do will lead to

outputting half-baked graduates who do not possess the skills required by potential employers.

6. Recommendations

From the above conclusion derived from pertinent research findings, the following are recommended:

Employees of Kampala University should be given in time, reasonably adequate monetary rewards in terms of salaries, wages and other allowances so as to positively enhance their job satisfaction at work place.

In addition, application and administration of non-monetary rewards, like recognitions, awards, praises and the likes should also be provided to the employees in order to raise their morale. Though some employees do not attach value to some non-monetary rewards, some who have bypassed lower order needs as spelt out by Abraham Maslow under his Hierarchy of Needs Theory do treat such with great attention.

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Pay for knowledge and Employee Commitment among Employees of Commercial Banks in Kano, Nigeria

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Abstract. The study investigated the influence of pay for knowledge on employee commitment. In particular, the study established a correlation between pay for knowledge and employee commitment among employees of commercial banks in Kano Nigeria. The study adopted description correlational design and cross-sectional survey. Also, data was gathered through questionnaire and interview. Specifically, 297 questionnaires were distributed out of which 257 were properly filled and return. Equally, ten (10) interviews were conducted. Pearson linear correlation coefficient and regression were used to determine the relationship between the dependent and independent variable. Based on the analysis, the study found significant and positive relationships between pay for knowledge and employee commitment. This, therefore, made the study to conclude that the null hypothesis of no significant relationship between pay for knowledge and employee commitment is rejected, indicating the positive and significant relationship between them. The study, therefore, recommends increase rewards on employee flexibility, independence and increase acquisition of knowledge in order to increase and sustain employee commitment.

Key words: Pay for knowledge, Employee, Employee commitment

1 Introduction

In the present day organizational life, employees' commitment is very important for achieving competitive advantage. That is why; it has been argued that no organization can perform at peak levels unless each employee is committed to the organization's objectives (Dixit and Bhati, 2012). Equally, it was also argued that encouraging employees to work and be committed to organization toward achieving organizational goals and objectives is one of the most significant challenges for any management team (Floyd & Wooldridge, 1994; Guth & Macmillan, 1986). In the same vein, Okpara (2004) support that employee commitment is an important factor in organizational effectiveness, especially at a time when competition is so intense. The interest in this topic is due to the fact that employee commitment is vital to contemporary organizational success (Pfeiffer, 1998). A large number of studies have been conducted to investigate the concept of organizational commitment. However, still, commitment is the most challenging and researchable concept in the fields of management and organizational behavior (Dixit and Bhati, 2012). Maslow, (1954) in his analysis of hierarchy of needs argued that employees can only be committed if and when their needs are met and fulfilled by their organizations. This, therefore, implies that employee commitment is of critical importance to the organizations. But employee commitment is one of the challenging factors that are very difficult to achieve. This is because, to achieve it (employee commitment), the needs of employees must be taken into cognizance and they must be satisfied.

Equally, research shows that, just like any other organization, Commercial banks suffered from a low level of employee commitment, though they critically require it because of the nature of their business (Okpara 2004, Nwachuku2006, Kimball and Nink 2006, as well as Ahiauza and Asawo 2012). This is due to the fact that, all organizations require employees who are committed to their vision, mission, and goals in order to continue to exist and be relevant in the marketplace (Obalola, Adulogu and Oluwakudejo, 2012).

Similarly, the situation of these commercial banks made them require employees who accept their goals and values; and strongly desire to remain with them (Mowday, Steer and Porter, 1979). Other scholar's opinion can be used to describe this situation, just as Guest and Conway, (1998) argued that, the key concerns of organizations are how to capture and retain commitment of employees. This is because, positive organizational commitment is associated with higher motivation, higher performance and less likely hood of employees leaving the organization (Okpu, and Jaja, 2014).

Therefore, for these banks to survive these issues, they must ensure that their employees remain committed. As it was argued that, in order to gain competitive advantage, organizations must ensure that they have employees who are motivated and committed Salami (2008), (Oladejo, (2011).

This paper, therefore, investigated the relationship between pay for knowledge and employee commitment among employees of commercial banks in Kano, Nigeria, to determine the extent to which the former influence the later.

2 Literature Review

2.1 Pay for knowledge

Pay for knowledge is also known as skilled based pay, there is no generally accepted distinction between them (Ledford, 1989). In this type of pay, employees receive compensation for the range, depth and types of skills they possess. They are paid for the skills they are capable of using, not for the job they are performing at a particular point in time (ibid). This is a fundamental departure from traditional job-based pay plans which pay employees for the job they hold (Jenkins and Gupta, 1985). As already mentioned, it consists of pay for autonomy- which means paying employee for his ability to carry out his tasks free from and independent of other persons and by using his discretion, pay for skills variety-which means paying employee for different skills, abilities and skills he is able to learn and apply, pay for training- which means pay for training he undergoes and the improvement of his skills thereof, and lastly pay for flexibility- which means payment to employee for his ability to work excellently in the various unit of his organization.

2.2 Employee Commitment

Employee commitment implies a psychological attachment and loyalty of an employee to his or her organization. It consists of three dimensions which include: a normative commitment which according to Meyer and Allen (1997), is “a feeling of obligation to continue employment”. This means the obligation to remain with the organization - which refers to the, or reflects a feeling of obligation to continue employment resulting from values and beliefs; continuance commitment which According to Gaertner & Nollen, (1989), refers to utilitarian gain from the employment relationship, with the

employee being less likely to leave the organization based on the extent to which the contribution ratio is in balance or favorable to the employee, and affective commitment which According to Meyer and Allen (1997:11) affective commitment is “the employee’s emotional attachment to, identification with, and involvement in the organization”. Employees’ emotional bond to their organization (that is their affective commitment) has been considered an important determinant of dedication and loyalty (Rhoades, Eisenberger and Armeli, 2001).

2.3 Pay for Knowledge and Employee Commitment

Employee commitment is a very important ingredient for any organization to achieve its goal and by extension sustain competitiveness. Because of this, several authors have attempted to define commitment based on their study and or analysis. Additionally, management practitioners argued that to achieve the goals of their organizations, they need to harness the commitment of their employees (Jaja and Okpu, 2013). A committed and loyal employee will enable organizations to maintain a competitive edge in their industry (Ardrey et al 2001; Salami 2008; Dordevic 2004; Ahiauzu and Asawo 2012). Equally, however, Salami (2008) supports that Organizations need committed workers in order to face the worldwide economic competition. Gbadamosi (2003) posits that workers commitment enhances performance which leads to organizational effectiveness. However, according to March and Simeon (1958), real commitment often evolves into an exchange relationship in which individuals attach themselves to the organization in return for certain rewards or outcomes. Also (Angle & Perry, 1981) argued that Employees’ commitment reduces turnover but increases performance. By implication, therefore, organizations should try as much as possible to attract and retain the commitment of their employees.

Markora and Ford (2011) asserts that the real success of companies originate from employees willingness to use their creativity, abilities and know-how in favor of the company and it is organizations task to encourage and nourish these positive employee inputs by effective reward practices in place. Skilled base pay where employees are paid for a range of skill they have, and of recent competency based pay where an employee is paid for the range, depth and types of skills and knowledge he is capable of using in the job rather than for the position held. Also, pay for knowledge is in another word known as skilled based pay and there is no generally accepted distinction between them (Ledford, 1989). Cauldron (1993), argued that pay for knowledge plans ensure the improvement of employees.

Compared with job-based or market-based pay plans, pay levels tend to be higher under skill-based pay plans or pay for knowledge plans (Gupta and Shaw, 2001; Milkovich and Newman, 2008). Equally, it is also important to note that, workforce attitudes are proposed to be superior under skill-based pay plans. Employees are expected to be more satisfied and committed under these plans because the organization invests in employee growth and development, employees enjoy higher job security, and the organization emphasizes employee individuality by basing pay on the person skills, abilities and knowledge rather than the job (Al-Waqfi and Agarwal, 2006, Gupta and Shaw, 2001; Jenkins and Gupta, 1985). Consequently, pay for knowledge (skill-based pay plans) are expected to be positively associated with workforce attitudes such as employee satisfaction and commitment (Gupta, et al., 1987). In supporting this position, Sweins (2011), conducted a study on the impact of pay for knowledge on organizational performance in Finland, and the result reveal that the impact of pay for knowledge is directly connected to performance. The findings, therefore, suggest that pay for knowledge may have a stronger independent impact on the effectiveness of pay system than previously thought.

From the above therefore, it is clear that practicing or adopting pay for knowledge is associated with employee commitment, productivity and motivation. Equally, although scholars like Kager (2000) refuted skilled based pay as having negative tendencies which include producing higher pay levels as skills grow across the population, making external comparison become more difficult as the approach is compromised to the needs of the specific organization, producing greater demand on the training function as well as higher training costs and requiring valid measures of individual change in knowledge and skill which must be adjusted as the skills required in the organization change; pay for knowledge can be a very strong factor that can influence employee commitment thereby inducing productivity.

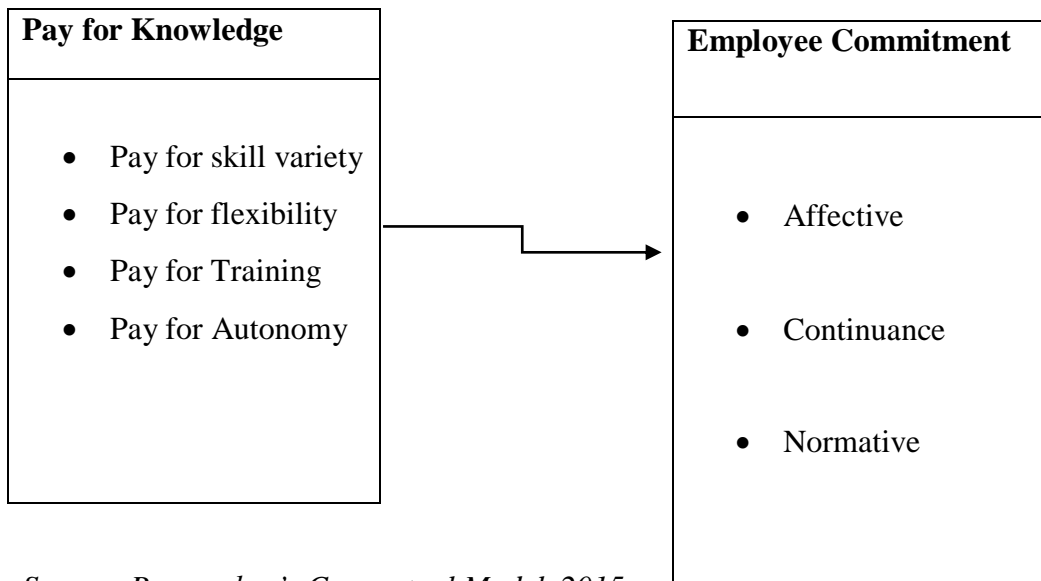
3 Hypothesis

To this end, the study proposed a null hypothesis which state that:

H₀₁: *Pay for knowledge significantly influences employee commitment among employees of commercial banks operating in Kano.*

4 Conceptual framework

Conceptually, the study investigates the following variables; pay for knowledge as the independent variable with the following elements (pay for autonomy, pay for skills variety, pay for training and pay for flexibility) which is based on modified Anvari et al (2011); and employee commitment as the dependent variable which has the following dimensions or constructs; which according to Allen and Meyer (1991 and 1997) are affective commitment, continuance commitment and normative commitment. This is clearly depicted in the figure below:



Source: Researcher's Conceptual Model, 2015

5 Theoretical perspective

This study is underpinned by expectancy theory which was developed by Victor H. Vroom in 1964. It is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance. In other words, people will be motivated if they believe that strong effort will lead to

good performance and good performance will lead to desired rewards (Lunenburg, 2011). Vroom (1964:134) also, asserts that the expectation (reward) of employees on the task performed motivates and encourages them to be committed. Thus, the higher the expectation of workers, the greater the commitment; but on the contrary, the lesser the expectation of workers, the lower the commitment (Martin & Shawn, 1984).

6 Methodology

This study used both interview and questionnaire in collecting data. It is also descriptive and cross-sectional survey. A sample of 291 was drawn from a population of 1225 employees (marketing and operation departments) from five largest commercial banks in Kano using Krejcie and Morgan (1970) table of determining sample size. The questionnaires were distributed to the employees of the branches of these banks at random. Likewise, ten interviews were conducted to have more information. It is important to note that in respect of measurement, the questionnaire used four Likert scaling which is as follows: Strongly disagree (Very Low), 2. Disagree (Low), 3. Agree (High), and 4. Strongly agree (Very High).

7 Validity Test

Factor analysis was performed to confirm the construct validity of the instrument. The result, in Table 1 shows that KMO values for all constructs were acceptable (KMO >0.6).

Table1: Validity coefficients for all constructs

Construct	KMO value	Interpretation
Pay for skills variety	0.711	Good
Pay for flexibility	0.727	Good
Pay for training	0.609	Acceptable
Pay adequacy	0.751	Good
Affective commitment	0.770	Good
Continuance commitment	0.626	Acceptable
Normative commitment	0.698	Acceptable

8 Reliability Test

The Cronbach's reliability test was performed to ascertain the reliability of the instrument. The result obtained from this analysis (Table 2) shows that Cronbach's Alpha values for all the variables were acceptable. According to George and Mallery (2003), Cronbach's value exceeding 0.9 is excellent, 0.8 to 0.9 is good, 0.7 to 0.8 is acceptable, 0.6 to 0.7 is questionable, 0.5 to 0.6 is poor, and below 0.5 is unacceptable.

Table 2: Cronbach Alpha Value for Constructs

Construct	Cronbach value	Interpretation
Pay for skills variety	0.820	Good
Pay for flexibility	0.832	Good
Pay for training	0.822	Good
Pay adequacy	0.812	Good
Affective commitment	0.834	Good
Continuance commitment	0.821	Good
Normative commitment	0.821	Good

Finally in respect of analysis, Pearson's Linear Correlation Coefficient (PLCC) and regressions were used to test the hypothesis of no significant relationships between independent and dependent variable.

On the other hand, regarding the interview, the methods of collecting the data was intensive notes taking during the interview as well as recording using a tape recorder. This is in order to have a good and reliable data for this study. To do this, the researcher developed standard form to record all responses. The standard form should provide basic identification information (date, time, the name of the interview, location, characteristics of the respondents among others).

9 Test of Hypothesis

In this aspect, the hypothesis of the study which states that there is no significant relationship between pay for knowledge and employee commitment among employees of commercial banks in Kano, Nigeria was tested and the result obtained as follows:

Table 1: Pearson Linear Correlation Coefficient on the Relationship between Pay for Knowledge and Employee Commitment

Variable Correlated	R. Value	Sig	Interpretation	Decision on Ho1
Pay for Knowledge Vs. Employee Commitment	.430	.000	Positive and Significant Correlation	Rejected

Source: Primary Data, 2015

Table 1 indicates that pay for knowledge and employee commitment are significantly correlated ($r = 0.430$, $Sig = 0.000$). Based on these findings, Sig value reveal a positive and significant correlation ($Sig. = 0.000 < 0.005$) leading to the conclusion that pay for knowledge significantly influence the employee commitment among commercial banks operating in Kano state-Nigeria at a 5% level of significance.

It is, therefore, clear that the null hypothesis which state that; "there is no significant relationship between pay for knowledge and employee commitment" was rejected.

Furthermore, to get the details or general picture on the overall relationship between pay for knowledge and employee commitment, the mean indices of pay for knowledge and employee commitment were computed which were then regressed.

Table 2: Linear Regression Results for Pay for Knowledge and Employee Commitment.

Variable Regressed	R²	F	Sig	Interpretation	Decision on Ho1
Pay for Knowledge	.185	57.945	.000	Positive Significant	Rejected

and Employee Commitment				effect	
Coefficients	Beta	t			
Constant	9.610	.000	Positive and significant effect	Rejected
Pay for Knowledge	.430	7.612	.000	Positive and significant effect	Rejected

Predictors: (Constant), Pay for Knowledge

Source: Primary Data, 2015

The linear regression results in table 2 indicated that pay for knowledge on regression model contribute over 18% towards variations in employee commitment as indicated by R^2 (0.185). This implies that employees should enjoy more pay for knowledge in order to increase their commitment. In other word, this clearly indicated that the R^2 (0.185) means that, the (employee commitment) rely (18.5%) on pay for knowledge.

The results from the ANOVA, also suggested that, the independent variable (pay for knowledge) included in the model significantly influence change in the dependent variable (employee commitment) ($F = 57.945$, $Sig. = 0.000$) leading to a conclusion that, pay for knowledge significantly explains the high rate of commitment among employees of commercial banks in Kano state, Nigeria. This, however, agrees with Cauldron (1993), who asserts that, pay for knowledge lead to improving employees. This also is in agreement with Vance, (2006) who also found that pay for knowledge enhance employee commitment because workers learn that the company is willing to help them burnish their employability.

10 Summary of the findings

The results from the Pearson linear correlation coefficient reveal a positive and significant relationship between pay for knowledge and employee commitment among employees of commercial banks ($r = 0.430$, Sig. = 0.000). Also, the regression analysis indicated that pay for knowledge is responsible for over 18% variation towards employee commitment among employees of commercial banks.

11 Conclusion

This study examines the relationship between pay for knowledge and employee commitment. Using Pearson's' linear correlation and Regression analysis, the finding shows a positive and significant relationship between them. The regression also indicated an influence of pay for knowledge on employee commitment by 18.5%. Based on this, therefore, employees' skills, talent, and abilities as well as increased acquisition of knowledge and experiences should be rewarded increasingly. This will encourage them to a greater extent dedicate themselves to their organizations and to acquire and applied more skills, talent and knowledge to their jobs. This, therefore, serve as a contribution to both equity and expectancy theory which postulate employer-employee relationship in terms of equity and expectancy principle.

12 Recommendations

1. There is a need to find ways of increasing employee commitment. This can be done through developing a socialization process and organizational orientation that would aid increase in normative commitment. It can also be done by increasing reward in advance such as paying college fee in advance and house loan.
2. There is also need to increase the level of strategic compensation enjoy by the employees. This by implication will increase more commitment among employees thereby increasing their positive behaviour towards their organizations.
3. Employees' commitment should always be viewed as a multi dimensional concept which will help in approaching commitment from a multidimensional rather than a single dimension.

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Employee Appraisal and Staff Performance: Experiences from Tunduru District Council, Tanzania.

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Abstract. The purpose of the study was to establish the effect of employee appraisal on staff performance in Tunduru District Council, Tanzania. The study was guided by three specific objectives: (i) to examine the extent of employee appraisal in Tunduru District Council, (ii) to analyze the extent of staff performance in Tunduru District Council, and (iii) to examine the relationship between employee appraisal and staff performance in Tunduru District Council. The research employed descriptive survey design in its methodology. Questionnaires were used in data collection from a sample of 159 derived from a population of 256 using Krejice and Morgan Table. Simple random sampling technique was used in selected of the samples. From the findings, employees appraisal was high with an overall mean of (3.06) which on the liker scale indicate that Tunduru District Council is doing well in appraising their employees; the level of staff performance was also ranked high (overall mean = 2.93); and a positive and significant relationship between the variables correlated. The study concluded that well developed and implemented appraisals need to be upheld by all organizations so as to have an inventory of their human resource strengths and weaknesses in their day to day operations. Since appraisal becomes instrumental in helping organizations improve their staff performance which in turn leads to greater organizational efficiency and effectiveness. The study recommends among others that Tunduru District Council should implement Public Service standing Order of 2009 in appraising the behaviors of their employees and giving an opportunity to workers to always have “a say” in their appraisal.

Keywords: Employee Appraisal, Local Government, Staff Performance, Organizational Efficiency

1 Introduction

During the late part of the 19th Century the real impetus to appraisal in business came as a result of the work measurement program of Frederick Taylor and his followers. Similarly, with the spread of awareness of human relations factors in the early 1930s and 1940s behavior traits such as ability to get along with others obviously tended to become dominant in performance appraisal system aimed at the evaluation of hourly workers rather than of managers. With growing number of challenges faced today there are now more than ever increased demand of managers and other staff members to achieve higher level of efficiency and productivity. The continuous changes of the nature of most public service today and higher expectations from the general public have increased pressure on public servant to re-evaluate their contributions in the work place. Thus, the introduction of performance appraisal has been one strategy adopted to meet these challenges.

Organizations in the past had focused on employee-based evaluations from a general perspective where departments were required to present their performance human resources management reports highlighting the progress of that department rather than the individual, whereas departmental supervision took place, the specific focus on individual performance- rate was not as crucial as in the recent years. In the general perspective, organizations today have developed sporadic performance appraisal schemes to strategically evaluate individual performance, perhaps one would imagine this is so due to organizational competition, time -based performance, and product competition and as such, the need to excel in performance has been emphasized than ever before and thus organizations require the best out of their employees (Kendall, 2001).

The government of Tanzania introduced the open performance review and appraisal system in 2004 through established circular No.2 of 2004 to replace the confidential performance appraisal which was characterized by absence of feedback and poor help in the identification of the training needs of the employees, hence failed to promote performance improvement and accountability in public service. These changes in appraisal system of public employees are in the line of Public service management and Employment of 1998 and the Public Act No.8 Of 2008 which both emphasize institutionalization of result oriented and meritocratic principles in the public Service.

The current appraisal system procedures are made where by the Public Service standing Order of 2009 in Tanzania government becomes a goal-oriented tool to appraise an employee in relation to his/her performance. It encourages dialogue between employees and Supervisors focusing on both results and importantly, in executing organizational goals, promotion, training and motivation to employees' performance. However, over the years, staff performance in Tunduru District council has been affected by the neglect of work, less individual initiative and low morale to accomplish the work that has been attributed to the inferiority complex attached to poor performance of the staff (Sally, 2005).

2 Objectives of the Study

The general objective of the study was to examine the relationship between employee appraisal and staff performance in Tunduru District Council.

Specific objectives include the following:

- i. To examine the effect of behavioral appraisal on staff performance in Tunduru District Council.
- ii. To analyze how customer care appraisal affects staff performance in Tunduru District Council.
- iii. To examine the effect of human relations appraisal on staff performance in Tunduru District Council.
- iv. To examine the relationship between employee appraisal and staff performance in Tunduru District Council.

3 Literature Review

Greenberg and Kenney (2002) noted that performance is deemed to be the accomplishment of a commitment in such a manner that releases the performer from all liabilities laid down under the contract. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and motivation is a way of increasing individuals' performance. Accordingly, employee's performance is measured against the performance standards set by the organization. Good performance means how well employees performed on the assigned tasks. In every organization there are some expectations from the employees with respect to their performance. And when they perform up to the set standards and meet organizational expectations they are believed to be good performers. Functioning and

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presentation of employees is also termed as employee performance. This means that effective administration and presentation of employees' tasks which reflect the quality desired by the organization can also be termed as performance.

According to Langdon (2000) behavior of employees in an organization has a direct impact on its service standards. For example, employees who lack drive, passion and commitment to their work may lack initiative, fail to meet target dates and show very little regard for the importance of value contribution in whatever they do. He maintains that without adequate support, desired behavior and standards are difficult, if not impossible, to achieve. Thus, every kind of performance needs support.

Amongst the few examples used by Langdon (2000) is that processes need adequate and timely resources, and that business units need methods to keep on top of changing demographics, technologies, and shifting marketplaces. Bearing in mind the three layers of performance indicated above, the final layer which has a high impact on performance is human relations. In his assertion, executives, managers, and co-workers can affect performance behavior by their attitudes, temperament, and prejudices. They may keep desired behavior from occurring, prevent standards from being reached, and circumvent the support that is in place. From the above, the researcher's position is that it takes more than just conforming to daily or routine instructions and carrying out operational activities to guarantee the achievement of the strategic objectives of an organization, behavior, standards, support and human relations are essentially as important as having a well documented strategic plan.

Likert (1967) developed a study of human relations that positively or negatively influence the integration of individual to organization and classified into punitive, consultative, benevolent and participative. He also described that an organization is a social system of interpersonal and intergroup relation that management can get the work done from the workers by satisfying their social and psychological needs. Likert explains that punitively closely related with confidence on trust on subordinate, consultative allows more participation by employees and the supervisor in job place may be democratic allowing free discussion regarding policy making and benevolent is more generous and human towards the employees. He also agreed that the relation between the employees and management has significant effects on staff performance.

Hegar, et al., (2008) conducted a study on human relations appraisal and employee commitment in relation to work performance and turnover intentions. The differential associations that human relations and employee performance and turnover intentions were studied in sample of bank tellers and hospital professionals. Results showed that organizational human relation appraisal was more strongly related with performance of the tellers. Human relations were related with supervisory ratings of performance for both samples. The findings suggest that specific human relations appraisal activities are more closely associated with task related outcomes such as performance ratings, whereas global organizational attitudes are closely associated with organization related outcomes like performance.

According to Clair (1993) any organization that is not committed to providing Expectations of customer's point of view will not survive. He further points out that, Important issues to be considered when taking care of customers include; giving Customers accurate and reliable information; offer high quality service that is easily accessible and easily approachable service provider's periodical user requirements analysis (interviews and questionnaires) in order to best understand users' needs and to put in place mechanisms to frequently evaluate the level of user satisfaction to keep the quality of the service provided in line with user expectations.

Pawling (2001) opines that all organizations need a deeper understanding of interest and preferences of customers in order to provide relevant information. He argues that Organizations have made huge mistakes in estimating the information products and services habits of customers. For example, academics might be comfortable with e-mail interactions, but might not like self-service options, such as searching a company Website. He further warns that determining customers' needs can be challenging, therefore the best way to do it is to talk to customers. For example "tell us what to do and work with us and tell us if we are doing right". This can be done through focus groups, e-mail, face to face situation and online surveys.

According to Suda and Sarunya (2001) organizations in the same market sector are compelled to assess the quality of the services that they provide in order to attract and retain their customers. Apparently, many business men conceptualize customer appraisal as an individual's feeling of pleasure (or disappointment) resulting from comparing the perceived performance or outcome in relation to the expectation. There are two general conceptualizations of satisfaction here, namely, the transaction-specific satisfaction and the cumulative satisfaction. Transaction-specific

satisfaction is the customer's very own valuation of his or her experience and reaction towards a particular service encounter (Taylor, 2001). This reaction is expressed by the customer who experiences a product or service for the first time. Meanwhile, cumulative satisfaction refers to the customer's overall evaluation of the consumption experience to date (Johnson & Selnes, 2004). It is from this accumulation that customers establish a personal standard which is used to gauge service quality. However, in general, it is agreed that customer appraisal measurement is a post-consumption assessment by the user, about the products or services gained.

Whittaker (2001) indicates that organizations start with analyzing customer needs as part of an internal value chain analysis. This will ensure that they are able to develop new products, services and solutions aimed at satisfying those needs identified. The focus now shifts to internal operating processes that will maximize delivery of products and services in line with customer or clients' needs. Internal business objectives must focus on those processes critical towards achieving organizational success in the customer's eye. This is the basis for deriving financial objectives and measures that must be used to drive an organization's operations effectively and efficiently, such as getting rid of assets that provide inadequate returns.

Rafikul (2005) in his study on performance appraisal noted that in order to meet the organization's goals, it is important to evaluate the performance of employees and for this evaluation of effective performance appraisal system should be maintained. He further adds that businesses have their own method for appraising an employee's performance. Some use rating systems, others check boxes next to questions that apply to the employee, and there are even software packages available for appraising and managing employees. These systems allow you to easily monitor real-time employee productivity and generate an in-depth evaluation. To be clear, there are many different methods available. However, no matter what method a business uses, there are some universal topics to consider.

Scott and Finch (2005) in their study on performance appraisal noted that performance appraisal systems utilize standard assessment criteria, dimensional ratings, structured rating scales and explicit individual-peer appraisal. These components help to minimize subjective impressions and conscious or intentional biases. Sophisticated technologies for performance evaluations (for example on line-ratings and development plans, 360 degree feedback) are well developed and increasingly common in both large and small institutions. On the other hand, Borman & Motowildo (1993) assert

that accurate and reliable performance appraisals help organizations to support and reward their most capable employees.

Manoharan et al., (2002) in his study of performance appraisal noted that many organizations appraisal systems are: (a) not relevant to organizational objectives, (b) subject to personal bias, and (c) are often influenced more heavily by personality than by performance. To eliminate these negative things there is need for computer based tool called Data Envelopment Analysis (DEA) which is used in the working place to evaluate the performance of employees.

McTague (2002) noted that Productivity gains can be found in a number of areas across an organization. Sometimes this involves changing what an employee does, at other times the way they do it. But in order to maximize efficiencies, it is important to have a complete understanding of the roles played by individuals and teams within the organization whereby doing performance appraisal. Appraisal in organization comes with the solutions for improving employee efficiency and productivity within the organization by focus on clarifying employee roles, offer training opportunities, encourage teamwork, utilize technology and be flexible. He further argues that increasing productivity will increase output or the quality of output and if at a faster rate than competition, benefits will be achieved through the value-added.

Dellande & Gilly (1998) in their research on service delivery noted that an effective service delivery is not only the process of exchanging values, the performance of other supporting activities is even more important. Among these activities are provision of information and advice, responsiveness to customer needs, handling complaints and common courtesy. It is understandable, that all these activities are easier to perform when delivery is full-serviced or at least half-serviced. When participation of customer is increased the involvement of trained personnel is limited to minimum. In this situation customers must have access to information they need, way to express complains and give recommendation if they have one in their mind.

4 Methodology

This study used the descriptive and correlation survey research designs. Data was collected using questionnaires from a sample of 159 respondents identified with the aid of Slovens formula using simple random sampling technique. Data on profile of respondents was analyzed using frequencies and percentage distributions, Means were used to determine the level of employee appraisal and staff performance, Item analysis helped the researcher to identify the strengths and weaknesses in the study variables and Pearson's Linear Correlation Coefficient (PLCC) was used to determine the relationship between employee appraisal and staff performance.

5 Results and Discussion

EMPLOYEE APPRAISAL IN TUNDURU DISTRICT COUNCIL

Table 1: Descriptive Statistics on Employee Appraisal in Tunduru District Council

Variable	Mean	Interpretation	Rank
Behaviour appraisal			
You pay attention to your clients concerns	3.45	Very satisfactory	1
You use polite language while serving your clients	3.37	Very satisfactory	2
Your body language to customer is understood.	3.10	Satisfactory	3
You exhibit honest while interacting with clients.	2.95	Satisfactory	4
You have ability to accept others mistakes.	2.47	Unsatisfactory	5
Average mean	3.07	Satisfactory	

Human relations appraisal			
The most attractive employees in this organization are rewarded differently according to their work performance	3.465	Very Satisfactory	4
The manager in this organization always emphasize interpersonal relationships among workers	3.945	Very Satisfactory	1
You always interact with your fellows employees in this organization	3.875	Very Satisfactory	2
You always contact your teammates on any work being delegated to them	3.805	Very Satisfactory	3
Average mean	3.02	Satisfactory	
Customer care appraisal			
This organization uses phone calls, e-mails, and personnel visits to communicate with customers.	3.62	Very satisfactory	1
Your organisation can be a point of reference when it comes customer satisfaction	3.31	Very satisfactory	2
This organization meets annually with customers to address their problem s	3.20	Satisfactory	3
Without delay this organization responds to clients' problems, suggestions, and complaints as early as possible	2.95	Satisfactory	4
The organization provides reliable information to the customers	2.44	Unsatisfactory	5
Average mean	3.10	Satisfactory	
Overall mean	3.06	Satisfactory	

A. Twaha Ali & C. Oketch

Source: Field Data, 2015

Results in Table 1 indicate that employee appraisal in Tunduru District Council, Ruvuma Region Tanzania was rated satisfactory and this was indicated by the overall mean of 3.06, implying that employee appraisal is always practiced in Tunduru District Council, Ruvuma Region Tanzania. Results further indicated that employee appraisal differs on different perspectives; for example, regarding behaviour appraisal, the respondents rated this construct as satisfactory (average mean=3.07), implying that the directors have tried to assess the workers' behavior in Tunduru District Council. However, this construct (behavior appraisal) was rated unsatisfactory on only one item (you have ability to accept others mistakes mean = 2.47).

With respect to human relations appraisal, this variable was rated satisfactory and this was indicated by the average mean of 3.02, hence implying that the employees always feel that they are part and parcel of the organization and have the opportunity for further advancement in Tunduru District Council, Ruvuma Region Tanzania.

Concerning customer care appraisal , five items were used to measure this construct and was rated satisfactory and this was indicated by the average mean of 3.10, two items were rated as very satisfactory (mean=3.62 & 3.31respectively), this implied that Tunduru District Council uses phone calls, e-mails, and personnel visits to communicate to clients and it's a point of reference when it comes to customer satisfaction; two items were rated satisfactory (mean=3.20 & 2.95 respectively), hence indicating that Tunduru District Council meets annually with customers to address their problems and without delay this organization responds to clients' problems, suggestions, and complaints as early as possible. Only one item was rated unsatisfactory (mean=2.44), hence implying that Tunduru District Council, Ruvuma Region Tanzania at times doesn't provide reliable information to the customers.

STAFF PERFORMANCE IN TUNDURU DISTRICT COUNCIL

Table 2: Descriptive Statistics on the Extent of Staff Performance

Variables	Mean	Interpretation	Rank
Work efficiency			
You always eliminate your personal distractions by staying focused on your work	3.51	Very satisfactory	1
You always create a “to do” list by beginning with the highest priorities of the day	3.29	Very satisfactory	2
You always keep a clean and orderly workspace in order to achieve expected productivity from you	2.89	Satisfactory	3
You always make sure that you have the supplies and all the tools needed to do your job	2.58	Satisfactory	4
You always set a timeframe and deadline for your most important projects	1.93	Unsatisfactory	5
Average mean	2.84	Satisfactory	
Goal accomplishment			
You always vet the organizational goals thoroughly through spending much of your time internalizing such goals	3.42	Very satisfactory	1
You always let your inner circle / fellow employees know what you’re trying to accomplish and they correct you to the right track	3.27	Very satisfactory	2
You always do some of the work from home as a way of accomplishing certain organizational goals	3.08	Satisfactory	3
You always explore the strengths and resources required for success and compare them to the current weaknesses	2.88	Satisfactory	4
You always write down and share with your friends the organizational goals to be accomplished	2.55	Satisfactory	4
Average mean	3.04	Satisfactory	
Service delivery			
Increasing of inputs has led to improved service delivery and enhanced access to services	3.26	Very satisfactory	1

A. Twaha Ali & C. Oketch

Variables	Mean	Interpretation	Rank
Work efficiency			
You always eliminate your personal distractions by staying focused on your work	3.51	Very satisfactory	1
You always create a “to do” list by beginning with the highest priorities of the day	3.29	Very satisfactory	2
You always keep a clean and orderly workspace in order to achieve expected productivity from you	2.89	Satisfactory	3
You always make sure that you have the supplies and all the tools needed to do your job	2.58	Satisfactory	4
You always set a timeframe and deadline for your most important projects	1.93	Unsatisfactory	5
Ensuring availability and access to government services is one of the main functions in your administration	3.19	Very satisfactory	2
Service affordability in your department always depend on the clients’ ability	2.96	Satisfactory	3
Dimensions of access to services are always a pre-condition for quality in your organization	2.26	Unsatisfactory	4
Average mean	2.92	Satisfactory	
Overall mean	2.93	Satisfactory	

Source: Field Data, 2015

Results in table 2 indicate that staff performance was rated satisfactory and this was indicated by the overall mean of 2.93, which implies that the staff members in Tunduru District Council always perform their duties as expected of them. Work efficiency was measured using four items and this was rated satisfactory (average mean=2.84), this implied that the workers in Tunduru District Council always eliminate their personal distractions by staying focused on their work and they always create a “to do” list by beginning with the highest priorities of the day.

With respect to goal accomplishment, results indicated that this was also rated satisfactory and this was indicated by the average mean of 3.04, hence implying that the workers in Tunduru District Council always accomplish set organizational goals through spending much of their time internalizing the organizational goals, they also let fellow employees know what they are trying to accomplish and they are corrected to the right track.

Concerning service delivery, it was rated satisfactory and this was indicated by the average mean of 2.92, implying that one of the main functions in the administration of Tunduru District Council is ensuring the availability and access to government services, it also implies that increasing of inputs has led to improved service delivery and enhanced access to government services in Tunduru District Council.

THE RELATIONSHIP BETWEEN EMPLOYEE APPRAISAL AND STAFF PERFORMANCE

Table 3: Pearson Linear Correlation Coefficient Test on Employee Appraisal and Staff Performance

Variables correlated	r-value	Sig	Interpretation	Decision on Ho
Employee appraisal Vs Staff performance	.357	.000	Significant correlation	Rejected

Source: Field Data, 2015

Results in Table 3, using Pearson’s Linear Correlation Coefficient (PLCC) test, indicate that employee appraisal has a positive and significant relationship on staff performance in Tunduru District Council, Ruvuma Region Tanzania given that the statistics ($r = 0.357$; $sig = 0.000$) was far less than 0.05, acceptable significance level in social sciences. Therefore this implies that employee appraisal significantly affects staff performance in Tunduru District Council, Ruvuma Region Tanzania. Basing on the above results, the stated null hypothesis was rejected and acceptance of the alternative hypothesis to the effect that employee appraisal has a positive and significant relationship to staff performance.

**REGRESSION ANALYSIS TEST ON THE RELATIONSHIP BETWEEN
EMPLOYEE APPRAISAL AND STAFF PERFORMANCE**

Table 4: Regression Analysis Test between Employee Appraisal and Staff Performance

Variables regressed	Adjusted r²	F-value	Sig.	Interpretation	Decision on H₀
Staff performance VS Employee appraisal	0.768	50.039	0.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig.		
(Constant)		7.612	.000	Significant effect	Rejected
Behavioral appraisal	.683	8.546	.000	Significant effect	Rejected
Customer care appraisal	.495	3.443	.000	Significant effect	Rejected
Human relations appraisal	.521	6.132	.000	Significant effect	Rejected

Source: Field Data, 2015

Regression analysis results in Table 4 above indicate that employee appraisal accounted for 76.8% on staff performance and this was indicated by adjusted r squared of 0.768 leading to a conclusion that employee appraisal significantly affects staff performance in Tunduru District Council, Ruvuma Region Tanzania. With respect to the coefficients table, it further showed that of all the aspects of employee appraisal, behaviour appraisal accounted for the biggest influence on staff performance ($\beta=0.683$, Sig=0.000).

6 Conclusion

From the findings of the study, it is evident that all the constructs of employee appraisal significantly affect staff performance in Tunduru District Council, Ruvuma Region Tanzania. To this note, it is clear that a well developed and implemented appraisal need to be upheld by all organizations so as to have an inventory of their human resource strengths and weaknesses in their day to day operations. This will go a long way to helping organizations improve their staff performance which in turn leads to greater organizational efficiency and effectiveness.

7 Recommendations

From the foregoing findings and conclusion, the research study makes the following recommendations:

Management of Tunduru District Council should put in place an implementation of Public Service standing Order of 2009 to be followed by all workers as a way of appraising their behaviors in the organization.

Tunduru District Council members should give an opportunity to the workers to always have a say during decision making, this can be done by allowing them to contribute during council meetings.

The management of Tunduru District Council should organize annual meeting with their clients aimed at receiving their complaints, concerns as well as suggestions on the way they are served by staff of the district council. This will help management identify those areas which are wanting in their employees.

Management of Tunduru District Council in particular and all organizations in Tanzania in general should establish a customer's complaint desk to ensure that all their clients have a forum for voicing their issues that require redress.

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The Influence of Human Resource Policies on Organizational Performance: A Study of Some Selected Firms in Nigeria.

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Abstract. This study brings into focus, the extent to which human resource management policies affect employee's satisfaction leading to customers' satisfaction. The purpose of the study is to identify human resource policies and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee's satisfaction in an organization. Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess and reward the members of their workforce. These policies, when organized and disseminated in an easily used form, can serve to preempt many misunderstandings between employees and employers about their rights and obligations in the business place. As a business owner, writing up a human resource policy is of essence. Having policies written is important so that it is clear to all what the policies are and that they are applied consistently and fairly across the organization. Moreover, when issues concerning employees' rights and company policies come before federal and state courts, it is standard practice to assume that the company's human resource policies, whether written or verbal, are a part of an employment contract between the employee and the company. Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. In this paper, various variables responsible for employee satisfaction will be discussed such as organization development factors, job security factors, work-task factors, policies of compensation and

benefit factor and opportunities which give satisfaction to employees. Also, promotion and career development are to be considered.

Keywords: Customers' Satisfaction, Employees' Satisfaction, Human Resource Policies, Leadership Practice, Guidelines

1. Introduction

No company can achieve its goals if it does not have the right set of employees. The employees in a company largely determine the success of the company. This is the reason why companies put in extensive efforts in choosing candidates for their company. Most of the times, skills and knowledge of the employee is considered to gauge his performance in the company. One factor that is being overlooked by most of the company owners is employee satisfaction.

Various surveys and researches have shown that employee satisfaction plays a pivotal role in performance of the candidate. If any company wants to draw out the best from its employees then it should provide best means to satisfy the need and requirements of its customers. Before one can know various ways to facilitate employee satisfaction, it is essential to understand what does it actually mean.

Human resource policies are the formal rules and guidelines that businesses put in place to hire, train, assess, and reward the members of their work force. These policies, when organized and disseminated in an easily used form, such as an employee manual or large postings, can go far toward eliminating any misunderstandings between employees and employers about their rights and obligations in the business environment. "Sound human resource policy is a necessity in the growth of any business or company," wrote Ardella Ramey and Carl R.J. Sniffen in *a Company Policy and Personnel Workbook*. "Recognition of this necessity may occur when management realizes that an increasing amount of time is being devoted to human resource issues: time that could be devoted to production, marketing, and planning for growth. Effective, consistent, and fair human resource decisions are often made more time consuming by a lack of written, standardized policies and procedures. Moreover, when issues concerning employee rights and company policies come before federal and state courts, the decisions generally regard company policies, whether written or verbal, as being a part of an employment contract between the employee and the company. **Without clearly written policies**, the company is at a disadvantage."

2. Statement of the Problem

Every organization needs human beings to carry out its functions. The availability of manpower, material, finances and machines enables organizations to meet its aspirations while the level of satisfaction of an employee actually determines the overall effort the employee puts into the job and this might also affect the organizations goals and this has an impact in Customers' satisfaction since the employees, in one way or the order, have contacts with them. However, the problem statement should be able to identify those things that will satisfy an employee in an organization in order to improve their present performance. This includes good salary package, bonus, employee's recognition, training and development.

3. Purpose of the Study

The purpose of this study is to examine the impact of Human Resource Policies on Employees' Satisfaction, leading Customers' Satisfaction in an Organization.

4. Research Questions

1. Do human resource policies have impact on Employees' Satisfaction?
2. Do Employees' satisfactions lead to Customers' satisfaction?
3. Do human resource policies have impact on Customers' Satisfaction?
4. Is there any relationship between Employees' satisfaction and Customers' satisfaction?

5. Scope and Limitation

For a research of this nature, the scope of this study shall be the impact of Human Resource Policies on Employee Satisfaction in an Organization, leading to Customer Satisfaction.

The first limitation of this review study concerns the choice of quality criteria applied in this review. The four criteria used: (1) sample size and response rate; (2) quality of research design; (3) reliability and validity of the HRM, well-being and performance measures, and (4) the adequacy of statistical test, reflect common insights obtained from research in the field of HRM (Becker & Huselid, 1995; Gerhart, 2007; Guest, 2001; Wall & Wood,

2005; Wright & Gardner, 2003; Wright et al., 2005). However, other criteria are also possible. One such criterion concerns the inclusion of control variables. It has been argued that especially in cross-sectional research there is the need to control for third factors, for example organizational size or trade union involvement (Wall & Wood, 2005). Another related quality criterion is whether interaction effects are tested for. It would be interesting to see under which conditions the effects of HRM on well-being and organizational performance are strengthened or weakened.

This review is narrative in nature; a meta-analysis has not been conducted. By meta analyzing the empirical studies, the size of the relationships could be more accurately. Wright et al., 2003 and Wright et al., 2005). This implies that inclusion of these studies and the inclusion of multiple data points out of one study do not provide independent evidence regarding our research question on the effects of HRM on employee well-being.

6. Theoretical Framework and Empirical Support

Previous studies have provided some empirical support and theoretical backing that employee satisfaction; service quality, customer satisfaction, and firm profitability are likely to be associated to one another. We develop the following hypotheses and establish our research model grounded in pertinent theories and empirical works accordingly.

6.1 Employee satisfaction and Service Quality.

Yoon and Suh (2003) showed that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviors. Employees who are satisfied with their jobs tend to be more involved in their employing organizations, and more dedicated to delivering services with a high level of quality. Previous research has also suggested that loyal employees are more eager to and more capable of delivering a higher level of service quality (Loveman 1998, Silvestro and Cross 2000). Researchers have argued that service quality is influenced by job satisfaction of employees (e.g., Bowen and Schneider 1985, Hartline and Ferrell 1996). Hartline and Ferrell (1996) found evidence that job satisfaction felt by customer-contact employees is associated with service quality.

The argument that employee satisfaction improves service quality is grounded on the theory of equity in social exchanges (Gouldner 1960, Homans 1961, Blau 1964, Organ 1977). Although there are different views on social exchange theory, theorists agree that social exchange involves a series of interactions to generate obligations (Emerson 1976, Cropanzano

and Mitchell 2005) that are unspecified (Blau 1964). These interactions are usually seen as independent of the actions of another person (Blau 1964). The underlying reason is that an exchange requires a bidirectional transaction – something is given and something is returned (Cropanzano and Mitchell 2005). The transaction also has the potential of generating high-quality relationships among the parties involved (Cropanzano and Mitchell 2005). The underlying assumption of equity in social exchanges is that most people expect social justice or equity to prevail in interpersonal transactions (Organ 1977, Cropanzano et al. 2003). An individual accorded some manner of social gift that is inequitably in excess of what is anticipated will experience gratitude and feel an obligation to reciprocate the benefactor (Gouldner 1960, Organ 1977). Such positive reciprocal relationships evolve over time into trusting, loyal, and mutual commitments (Cropanzano and Mitchell 2005).

In the context of social exchange theory, when an employer offers favorable working conditions that make its service employees satisfied, the latter will in return tend to be committed to making an extra effort to the organization as a means of reciprocity for their employer (Wayne et al. 1997, Flynn 2005), leading to a higher level of service quality. Based on the theory of equity in social exchanges, we posit that employee satisfaction leads to higher service quality.

6.2 Service Quality and Customer Satisfaction

Many researchers have studied the relationship between service quality and customer satisfaction (Roth and Van Der Velde 1991, Roth and Jackson III 1995). Prior studies have considered service quality as an antecedent of customer satisfaction (Cronin and Taylor 1992, Anderson et al. 1994, Gotlieb et al. 1994). Empirical findings showed that service quality is related to customer satisfaction (Babakus et al. 2004). Customers who are satisfied with the perceived service quality will have a favorable emotional response, i.e., customer satisfaction. Research in service marketing considers customer satisfaction as an affective construct (e.g., Westbrook and Reilly 1983, Oliver 1997, Olsen 2002). Westbrook and Reilly (1983) suggested that customer satisfaction is an emotional response to the experiences provided by and associated with particular products purchased or services provided. Similarly, Oliver (1997) pointed out that customer judgment of a product or service would produce a pleasurable level of fulfillment (i.e., customer satisfaction). The emotive nature of customer satisfaction directly affects behavioral intentions of repurchases and referrals (Gotlieb et al. 1994, Oliver 1997).

The relationship between service quality and customer satisfaction can be accounted for by the attitude theory proposed by Lazarus (1991) and Bagozzi (1992). Lazarus (1991) proposed that appraisal processes of internal and situational conditions lead to emotional responses; in turn, these induce coping activities: appraisal → emotional response → coping. Bagozzi (1992) applied Lazarus' (1991) theory of emotion and adaptation to explain how attitudes might be linked to behavioral intentions. His theoretical framework suggests that appraisal leads to emotional response, which in turn induces coping behaviors. Bagozzi (1992) proposed that individuals typically engage in activities because of a desire to achieve certain outcomes. Accordingly, if an individual's appraisal of an activity indicates that the person has achieved the planned outcome, then "desire-outcome fulfillment" exists and an effective response follows, leading to satisfaction (Gotlieb et al. 1994).

When applied to service encounters, the framework infers that a favorable cognitive service quality evaluation, i.e., appraisal, leads to a primarily emotive satisfaction assessment (Bagozzi 1992, Brady and Robertson 2001). We therefore suggest the following hypothesis that service quality affects customer satisfaction.

6.3 Employee satisfaction and customer satisfaction

Research in Consumer Psychology has shown that exposing customers to happy employees results in customers having a positive attitudinal bias towards a product (Howard and Gengler 2001). Likewise, research in organizational behavior has revealed that the hostility of service employees has a direct impact on the hostile mood of customers (Doucet 2004), leading to customer dissatisfaction regardless of the performance of the core tasks of the services delivered to fulfill customer needs.

The direct relationship between employee satisfaction and customer satisfaction is established based on the theory of emotional contagion (Sutton and Rafaeli 1988, Hatfield et al. 1992, Hatfield et al. 1994, Barsade 2002). Emotional contagion is defined as the tendency of a person to *automatically* mimic and synchronize expressions, postures, and vocalizations with those of another person and, consequently, to converge emotionally (Hatfield et al. 1992, Hatfield et al. 1994). This process occurs through the conscious or unconscious induction of emotion states and behavioral attitudes (Schoenewolf 1990).

Barsade (2002) discussed a model of emotional contagion to explain how group emotional contagion processes operate. It starts when a person enters a group, they are exposed themselves to other group members' emotions. He

perceives the group members' emotions expressed primarily through their nonverbal signals, including facial expressions, vocalizations, postures, and movements. The group members' expressed emotion is then transferred to him. This transfer involves mimicry of facial expressions, speech rates, and body movements of the senders. Affective feedback from such mimicry then produces corresponding emotional experiences. Research has shown that mimicry is more likely when there is a relational bond between two parties. Moreover, mimicry is more probable when the receiver "likes" a sender.

6.4 Customer Satisfaction and Firm Profitability

Customer satisfaction has a long-term financial impact on the business (Nagar and Rajan 2005). Previous research has investigated the linkage of customer satisfaction and its various outcomes, such as customer loyalty (Stank et al. 1999, Verhoef 2003) and profitability (Anderson et al. 1994, Mittal and Kamakura 2001). Highly satisfied customers of a firm are likely to purchase more frequently, in greater volume and buy other goods and services offered by the same service provider (Anderson et al. 1994, Gronholdt et al. 2000). Research in accounting has also shown that customer satisfaction is an intangible asset and a leading indicator of business unit revenues (Ittner and Larcker 1998).

Customer satisfaction has a positive impact on firm profitability due to a number of reasons. First, customer satisfaction enhances customer loyalty and influences customers' future repurchases intentions and behaviors (e.g., Stank et al. 1999, Verhoef 2003). When this happens, the profitability of a firm would increase (Anderson et al. 1994, Mittal and Kamakura 2001). Second, highly satisfied customers are willing to pay premium prices and less price-sensitive (Anderson et al. 1994). This implies customers tend to pay for the benefits they receive and be tolerant of increases in price, ultimately increasing the economic performance of the firm. The last premise is that satisfaction results in enhanced overall reputation of the firm; in turn, this can be beneficial to establishing and maintaining relationships with key suppliers and distributors (Anderson et al. 1994). Reputation can provide a halo effect on the firm that positively influences customer evaluation. This discussion suggests that customer satisfaction generates more future sales, reduces price elasticity, and increases the reputation of the firm. Thus, we hypothesize that Hypothesis 4: Customer satisfaction has a positive influence on firm profitability.

7. Methodology

This deals with the design of the study, population, sample and sampling techniques, instrumentation, administration of the instrument, Procedure for Data Collection and Method of Data Analysis.

The study is mainly on the impact of Human Resources Policy on Employee satisfaction leading to Customer satisfaction in an organization. Field work is most appropriate for carrying-out this research work by way of administering Questionnaire among employees in customer service related organizations as well as taking a deep look and studying research scholars' views and perceptions of the same topic. Also archives, journals etc. are of great use.

In this regard, the chapter describes the research design, population and sampling, research instrument used and how data are analyzed.

7.1 Research Design

It was designed to enable the researcher anticipate what the appropriate research decision should be so as to maximize the validity of result. In this present study, the survey design method was utilized in which a simple questionnaire was administered and collected. This can as well be referred to as a case study method. This section therefore is concerned with the method and technique used in collecting data for the purpose of assessing the effect of some of the causal factors.

7.2 Population of the Study

The population for this study comprised the six (6) Geo-Political Zones (i.e. North-West, North-East, North Central, South-West, South-East and South - South) in Nigeria which covered the thirty-six (36) States and the Federal Capital Territory (FCT), Abuja. This was compressed as follows:

A. NORTHERN STATES

Jigawa	Adamawa	Benue
Kaduna	Bauchi	Kogi
Kano	Borno	Kwara
Katsina	Gombe	Nasarawa
Kebbi	Taraba	Niger
Sokoto	Yobe	Plateau
Zamfara	F.C.T-Abuja	

B. SOUTHERN STATES

Ekiti	Anambra	Akwa-Ibom
Lagos	Abia	Bayelsa
Ogun	Ebonyi	Cross-River
Ondo	Enugu	Delta
Osun	Imo	Edo
Oyo		Rivers

7.3 Sample and Sampling Procedure

The study focuses on organization within the Geo-political zones of Nigeria. We identified Customers service oriented organizations ranging from Banking, Entertainment, Hospitality, I.T services, Insurance, Large Enterprise, Management, Professional services, Publishing, Real Estate, Retail, Small/Medium Enterprises, Technology, Education/other Financial services and randomly selected Ten different organizations from these in each of the compressed three zones. This was restricted to service organizations with 30-80 service employees. Service employees are defined as customer-contact persons whose major responsibility is serving customers and selling products. Being large organizations, their employee satisfaction level tends to be less consistent. The large chain was chosen in order to cover different types of services to strengthen the generalization of our study stores.

The research questions were answered through two research phases involving four distinct research tools. The first phase involved a survey of organizations, and provided specific information about employees in these organizations. Of **300** targeted respondents, **(223)** completed the survey questionnaire, a **(74.33%)** response rate. In the second phase, semi-structured interviews were used and the third research method used focus groups. The research used both quantitative and qualitative approaches to data gathering and analysis.

The data gathered utilizing the above tools lead to a number of results and conclusions. The aspects found most likely to affect job satisfaction are (1) jobs security (2) job descriptions, and (3) job profiles. There is also emphasis on the need for decentralization and reduced hierarchy in the workplace, and of empowerment and accountability in areas of work. In particular, the interview data involving employees revealed that a workplace environment should place importance on the employee growth culture. Participants also make the point that most organizations lack compensation benefits like overtime allowances, housing allowances, or telephone allowances, among many others. Northern employees show greater satisfaction with their organizations' leadership practices than Southern employees, who seem to have greater intent to leave than respondents in Southern? Males tend to be more concerned about commitment and leadership skills than females. In addition, a significant difference is found in attitudes towards leadership, where those without a need to supervise seem more in satisfied agreement than those with supervisory responsibilities.

The results show that national culture has a direct influence on organizational culture. Research participants indicate that the current workplace culture is not highly satisfactory, and that strategies are needed to improve it. The researcher finds that lack of empowerment and management style are factors that influence the Satisfaction of employees in most organizations. There were indications that employees did not like centralized leadership, and that this affected their intention to stay within an organization. There is a need to redesign jobs and provide employees with job descriptions, in order to let each of them understand what tasks they should do and how to achieve them. There is also a clear need for staff members to be informed on the difference between “Administration/Management” and “Human Resource Management”, particularly with regard to the role the HR department plays in attracting and retaining qualified employees.

The findings of this research have implications for both theory and practice. The main theoretical contribution that this research theory offers regards the connection between employee satisfaction and leadership, job satisfaction, and organizational commitment. The secondary contribution is the study of employee turnover in the context of HR practices and the state of the labour market. The results also provide a practical guide to managers and policy makers, to enable them to recognize and initiate measures that will make the work place experience a more pleasant one for workers, and so weaken employees’ intent to leave.

7.4 Method of Data Collection

The data was collected using the questionnaire which was randomly distributed among the selected Employees within the zones.

7.5 Procedure for the Administration of Instrument

For the purpose of this research study, the researcher decided to select Employees between the ages of 21-50years who are in active service. The selected sectors in the economy have earlier been stated.

The data collected were analyzed using an inferential Statistics, specifically, NOVA (Analysis of Variance). This was done coding the answers into categories and counting the number of responses in different categories.

7.6 Demographic Data

The data was extracted from the responses of the questionnaire as summarized in the table below:

Table 7.6.1

Location(X)	Total No. of Respondents.	HR policy Satisfaction		
		(W)	(H)	(CS)
Northwest	20	5	7	8
Northeast	25	10	6	9
North central	33	7	15	11
Southwest	60	15	17	28
South East	40	7	21	12
South South	45	17	18	10
	223	61	84	78

Let:

W represents the no. that Welcome HR policy

H represents the no. of Respondents that are happy with their Job as an impact of HR Policy on them

CS represents the no. that have Satisfied Customers as a result of their own satisfaction

Table 7.6.2

Source	SS	df	MS	F	P
Between Groups	47.45	2	23.73	94.92	0.05
Within Groups	565.83	15			
Total	613.28	17			

8. Discussion of Results

The population size of this study was limited to 300 out of which 223 individuals answered the questionnaire which gives a response rate of 74.33 %.

27.36% of respondents welcome the HR Policy as it has positive effect on their satisfaction with 9.87% from the Northern part of Nigeria and 17.49% from the South. 37.67% show those that are satisfied with their jobs as a result of HR policy, 12.56% from the North and 25.11% from the South. 34.98% have their customers satisfied as a result of their own satisfaction with 12.56% from the North and 22.42% from the South as shown on Table 4.21

9. Interpretation and Implications of the Results

Now that we have determined the F ratio, we are ready to go to F table to see if the calculated value is greater than the table value. Referring to F-table with 2 and 15 df, and at 0.05 level of significance. The table is entered now when these two values intersect, we find 3.68, the value of F required for significance. Since the F value **94.92** is greater than **3.68**, then the null hypothesis is rejected and alternative hypothesis is accepted. That is, there is no significant impact of Human Resource Policies on Employee Satisfaction, leading to Customer Satisfaction.

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Part Three
Social Psychology



Women Caregiver’s Burden and the Psychological Wellbeing of their People Living with AIDS.

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Abstract. The study focused on the relationship between women caregiver’s and the psychological wellbeing of people living with AIDS (PLWAs). A sample of 88 pairs of women caregivers and their PLWAs participated. Women caregivers filled a set of questionnaire on the burden and the second questionnaire measured the psychological wellbeing of PLWAs. Analysis included Pearson’s correlation. Results indicated a significant negative relationship between caregiver’s burden and psychological wellbeing ($r = -.825$; $p = .000$) Thus the hypothesis was retained. The study was conducted in Bushenyi District in Nyamiko, Ruyonza and Katungu villages. These areas were chosen because according to the Ministry of Health HIV/AIDS surveillance report (2001), NyamikoRuyonza and Katungu villages registered the highest prevalence cases of HIV/AIDS in Bushenyi District.

1. Background

In Africa and Uganda in particular, women fulfill key social roles as family caregivers and providers of food. The literature on HIV/AIDS care giving indicates that caregivers are usually mothers, grandmothers, sisters, and in some cases girl children (Chodorow, 1997). Seloilwe (1997) asserted that mothers form the greatest population of caregivers.

Care giving activities include both personal care, like bathing, feeding, dressing and mobilization as well as instructional activities of daily living

such as collecting water and wood, cleaning, obtaining health supplies and shopping (Who, 1992-1993). In Uganda people living with AIDS (PLWAs) have become a burden to their caregivers; the impact on households and agriculture shows increased expenditure and reduced time for agricultural labor as a result of their illness (UNAIDS, 2001).

According to McCann (cited by Keyle, 1995) the burden of caregiving is brought about by emotional and physical exhaustion. Caregivers tend to get involved in their parents pain, often things are going on in their parent's lives in which they get involved (Keyle, 1995). According to Ndaba- Mbata and Seloibe 2000 the PLWAs usually get opportunistic symptoms such as vomiting or diarrhea that the caregivers can't manage. The inability to manage such symptoms might leave them to experience feelings of helplessness and hopelessness. It is not easy to ignore the patient when he or she is going through problems and you are the only person around to share with them (Keyle, 1995). Therefore, as caregivers see their patients groan in pain and suffering, it might make them also suffer emotional pain and physical distress.

Mhura (1999) noted that care giving involves providing practical support such as transportation to clinics and shopping, as well as more basic assistance like helping in feeding. This suggests that caregiving involves a lot of support. Arber and Ginn (1995) identified most women as

responsible for a variety of home and agricultural tasks. Such activities are frequently disrupted by illness episodes. Therefore as women take on additional roles of caring for their PLWAs, an inevitable conclusion is that their resources (In terms of time and money) are affected (Chodorow, 1978). This agrees with Servellen and Leaked (1994), who affirmed that care giving usually comes as an unexpected role, one for which people are neither socialized nor prepared for. This is likely to leave caregivers with little time or energy to provide self care. The multiple tasks performed by caregivers may cause them to neglect nutrition, socialization and sleep.

Berger (1991) went on to report that caregiving is a challenge to them. It drains them emotionally, physically and materially the majority of them lack emotional and physical support. The burden they attribute to care is that it is

demanding, difficult and calls for one to be patient, tolerant and kind. This compassion fatigue increases the likelihood that PLWAs will be treated in a detached mood. As the caregivers struggle with emotional and physical exhaustion, they are likely to neglect the feelings and needs of their PLWAs and in the end affect their psychological well-being.

2. Statement of the problem

Receiving physical, emotional and material support is essential to the psychological well-being of PLWAs. However, due to stigma PLWAs are most likely to end up being ashamed, blaming themselves and losing hope. Caregiving for prolonged periods is also likely to burden women caregivers. As a result this is likely to affect the psychological well being of their PLWAs. These PLWAs are most likely to end up being depressed stressed and feeling isolated thus affecting their quality of life.

3. Objectives of the Study

The objectives of this study include:

- i) To examine the burden faced by women caregivers, their coping strategies and how these relate to the psychological well being of their PLWAs.
- ii) To examine the relationship between caregivers' burden and the psychological wellbeing of their PLWAs.

4. Methodology

In this study, a correlation research design was used. This was chosen because it determines the relationship between variables. In this case, the variables are caregiver's burden and psychological wellbeing for their PLWAs.

The respondents were selected using a paired sample and systematic random sampling strategy. The study selected a sample of 88 women caregivers and their 88 PLWAs in the areas. These were selected with the help of the

District HIV/AIDS coordination committee (DHAC) with in Bushenyi District.

The Zarit Burden interview was used to measure the burden of women caregivers. It measured both objective and subjective burden. The respondents indicated how they felt about each statement on a likert –type scale.

The second questionnaire was the scale of psychological well-being (Ryff, 1995). It was used to measure the psychological well-being of PLWAs. It measured the nature of positive human functioning through six key dimensions of psychological well-being (Autonomy, environmental masterly, personal growth, positive relations with others, purpose in life and self-acceptance.

5. Results

Results are presented beginning with background characteristics as shown in table 1.

Table 1

Background characteristics

Variables	Levels	N	%
Age of women caregivers	11-20	18	20
	21-30	21	24
	31-40	24	27
	41-50	13	15
	51-60	07	08
	61 and above	05	06
Duration of care	1month-6 months	12	14
	7 month -1 year	31	35
	1.5 yrs 1.6	24	27
	2.5 yrs-3 yrs	17	19
	3.5 yrs and above	04	05

PLWAs

Sex of PLWAs	Male	39	44
	Female	49	56
Age of PLWAs	11-20	12	14
	21-30	30	34
	31-40	22	25
	41-50	19	22
	51 and above	05	5.5
Duration of thickness	1month-6months	12	14
	7months-1 year	31	35
	1.7 yr-2 years	24	27
	2.5 years-3 years	17	19
	3.5 years and above	04	05

From table 1, the majority of the women caregivers fell between the age ranges of 11-40 years (71% compared to 41-61 years 29%). The time they had spent in caring also indicated the majority falling within 7 months -2 years (55%).

As for the PLWAs female patients outnumbered their male patient’s counterparts. Most had spent 7 months -2 years while being sick (55%). The prolonged duration of the sickness explains why most PLWAs were disgusted and depressed while filling the questionnaires. Still, this prolonged sickness was a burden to the caregivers. Most caregivers reported how the task was tiring, difficult and upsetting.

The hypothesis formulated in the study stated that caregiver’s burden is related to the psychological well-being of PLWAS”. To test this hypothesis, a Pearson correlation coefficient was used. Results are shown in table 2.

Table 2
Caregivers’ burden and psychological well-being

Variable	n	r	p
Caregiver’s burden and wellbeing	88	-.852	.000

Results in table 2 shows that there is a significant negative relationship between women caregiver’s burden and psychological well-being of their PLWAs ($r=-.825$, $p=.000$). This implies that increase in women caregivers’ burden corresponds with a decrease³ in the psychological wellbeing of their PLWAs. This is a very strong relationship. In most research articles, above .40 or .50 is very strong correlation (Interpreting correlations, n.d). Hence hypothesis one is accepted.

The following variables burnout, fatigue and stress are the major components of caregivers’ burden. To get the relationship between these three facets and psychological well-being, a person’s correlation was used. Results are presented in Table 3.

Table 3

Facets of burden and psychological wellbeing

	Variable	N	R	P
Caregiver's burden	Burnout	88	-.384	.000
	Fatigue	88	-.230	.066
	Stress	88	-.430	.000

Results revealed a significant negative relationship between burnout and psychological wellbeing of PLWAs ($r = -.384$, $p = .000$) and also a significant negative relationship between stress and psychological wellbeing of PLWAs ($r = -.430$, $p = .000$). This implies that the more the women caregivers' level of burnout and stress the psychological well-being of their PLWAs.

6. Conclusions

This study discovered that women caregivers' burden is related to the psychological wellbeing of their PLWAs. Like other researchers have discovered, caregivers with high level of burden display feelings of nervous or depression about their relationship with the care recipient and that this makes the recipient unhappy about the care rendered (Braithwaite, 1990).

The study also revealed that caregivers experience more burnout and stress which greatly affect the well-being of their PLWAs, Floricck (1998) affirmed that caregivers' burnout has serious – consequences for both the caregivers and care recipient.

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Effectiveness of Counseling in Raising Self Efficacy, Self Motivation, and Self Awareness among Vocational Trained Graduates of Kano State Tertiary Institutions, Nigeria

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Abstract. This study was initiated to investigate what role counseling can play in encouraging and developing self efficacy, self motivation, and self awareness of vocational trained graduates of Kano state tertiary institutions. This in turn could change the attitudes of the graduates of vocational education of Kano state tertiary institutions to practice the vocational knowledge and skills they acquired for self employment. The objective of the study was to establish the effectiveness of counseling strategies in raising their self awareness, self efficacy, and self motivation; which could lead to vocational practice among the vocational graduates. The design is a comparative study and also a mixture of positivists and interpretative paradigms. After giving to the experimental group counseling intervention, their self efficacy, self motivation, and self awareness were compared with that of the control group. Using a t test, the SE, SM, and SA of both the experimental and control groups were compared. The findings indicate that the SE has a t value of 14.554 and a sig value of $0.000 < 0.05$; and the SM has a t value of 14.421, and a sig value of $0.000 < 0.05$; while SA has a t value of 14.200 and a sig value of $0.000 < 0.05$. Hence, this led to the rejection of the null hypothesis which says there is no significant difference between the SE, SM, and SA of the experimental group, and that of the control group.

Therefore this indicates that counseling significantly raises the self efficacy, self motivation, and self awareness of the vocational graduates. The researchers recommends that adequate and professional school counselors and facilities should be provided to every school, resource mobilization to assist the vocational graduates, and also group counseling should be adopted by school counselors to raise the self efficacy, self motivation, and self awareness of their student which are personality attributes that could help in making them become self employed, instead of waiting for white collar jobs which is not readily available for them.

Keywords: Counseling, strategies, self efficacy, self motivation, self awareness, self employment

1 Introduction

In its efforts to implement the federal government policy on vocational education, many vocational training schools were established in Kano state, and Vocational courses were also introduced in other tertiary institutions to equip the students with Knowledge and skills for employment. Despite the introduction of vocational courses and counseling in schools, graduates were not practicing their vocations; rather they are waiting for white collar jobs, Umar, (2010), and Garba, (2014). This raises questions on the quality of counseling services provided to vocational students, and particularly the extent counseling is able to raise self efficacy, self motivation and self awareness which are personality attributes considered important for vocational practice or self employment.

Consequently, the failure of vocational graduates to become self employed contributed to the current high rate of unemployment in the country in general, and Kano state in particular which has over 369,139 youths who are currently unemployed, N.D.E, Abuja (2014).

This motivated the researcher to investigate the extent of counseling awareness among the vocational trained graduates; what is the attitude of the graduates to the skills and training acquired?; and what is the relationship or effectiveness of counseling strategies in raising the graduates' self efficacy, self motivation, and self awareness for self employment?

2 Theoretical Framework

In this study, the research anchored itself to Gestalt therapy which is concerned with the here and now and is aimed at helping or assisting people to increase awareness of their present experience. The central focus of this theory is on the here now thoughts and feelings the client is experiencing; as well as individuals' resistance to change. It focus on the way the client is now, rather than on how the client became what he is, why he does what he is doing or what the client is planning to do tomorrow. Bello. (2012) Sees Gestalt as a pattern in this context in expressing the ideas of perceptual whole as a total pattern. Gestalt theory is sometime being referred to as concentration therapy, because this therapy aimed at helping or assisting people to increase awareness of their present experience, Alao, (1990). Social learning theory is also used to complement the Gestalt theory. which believes that some people serve as models of human behavior, and also some people are capable of eliciting behavioral change in certain individuals, based on the individuals value and interpretation system (Bandura, 1988)

3 Literature Review

3.1 Self Efficacy

Self efficacy is the belief in some one's own ability to successfully accomplish something. Self efficacy theory tells us that people generally will

only attempt things they believe they can accomplish and would not attempt things they will fail. However people with a strong sense of efficacy believe they can accomplish even difficult tasks. These people see challenge to be mastered, rather than threats to be avoided, Bandura, (1994). He also maintained that efficacious people set challenging goals and maintain strong commitment to them, they increase and sustain their efforts to be successful. On the other hand, it is believed that people who doubt their ability to accomplish difficult tasks as threats, tends to give up quickly in the face of difficulties or failure. It is believed that efficacy is influenced by four (4) factors i.e. mastery experience, vicarious experience, verbal persuasion, and somatic and emotional state (Bandura, 1994, 1997; Pajares, 2002).

Mastery experience occurs when we attempt to do something and are successful; that is we have mastered something. It is believed this is the most effective way of boosting self efficacy because people are more likely to believe that they can do something if it is similar to something they have already done well Bandura, (1994), Froman and Owen, (1990) are of the belief that women who have experience taking care of infants prior to becoming mothers themselves are more confident in their maternal abilities. Hence, being a baby sitter as a teenager will boost the self efficacy of women in baby care. Strauser, (1995) contend that providing people with opportunities to gain mastery is the reason why workshops, training programs, internship, and clinical experiences, new skills increase their self efficacy. Jackson, (2000) is also of the opinion that starting with a simple exercise program that can be successfully completed creates a mastery experience that can lead to success with more challenging programs.

Vicarious experience on the other hand refers to observation of the success and failures of others who are similar to oneself. If an obese person sees

someone just like himself/herself lose weight and keep it off by following a sensible diet and exercise, then the belief in his or her own ability to do this is strengthened. Apart from mastery experience, workshops and training also provide vicarious experiences as well. It is believed that watching others in a training session, a class, or during role playing can provide observational experiences that enhance self efficacy especially if the person performing or learning the behavior is similar to the observer. Chamberlain and Gritz, (2000) maintained that in the program “sun protection is fun”, children observed their teachers and other students demonstrating how to protect their skin by using sun-screen and wearing protective clothing.

Verbal persuasion refers to verbal or social persuasion. It is believe that when people are persuaded verbally that they can achieve or master a task, they are more likely to do the task. It is also a strategy used by coaches where they verbally persuade their players before a game. They tell the players that they are going to win; the other team is no match for them, that they are stronger, etc. Malouff and Schutle, (2005) believe that if a coach say that we lost the game because you are all lousy players doesn't do much for improving self efficacy. Rather, he should say we lost because we need more practice; this will help in raising the self efficacy of players.

Somatic and emotional state also refers to the physical and emotional states that occur when someone contemplates doing something and this provides clues as to the likelihood of success or failure. Pajares, (2002) believes that stress, anxiety, worry, and fear negatively affect self efficacy and can lead to a self fulfilling prophecy of failure or inability to perform the feared tasks. To buttress this point Bandura, and Adams, (1977) added that stressful situations create emotional arousal which in turn affects a person's perceived self efficacy in coping with the situation. They explained further that

emotional arousal affects self efficacy and in turn self efficacy affects the decisions people make. If the emotional states improves that is emotional arousal or stressed is reduced, a change in self efficacy can be expected.

In their study, which examined the effectiveness of a self efficacy intervention for helping adolescents cope with sport competition loss which involved 111 adolescent netball and soccer participants they completed a positive effect scale prior to competition. The defeated participants were randomly assigned to intervention participants. Observational ratings also indicated that the control group showed less positive effect after the loss than the intervention group. The result of the study indicated that support for self efficacy theory help individuals cope with competition loss. Bandura, (1997) is of the opinion that self efficacy perceptions help determine what individuals do with the knowledge and skills they have.

3.2 Self Motivation

Guay, Vallerand, and Blanchard (2002) define motivation as “the reasons underlying behavior”, while Gredler, Broussard and Garrison, (2004) sees it as “the attribute that moves us to do or not to do something”. Intrinsic motivation is the motivation that is animated by personal “enjoyment of school learning characterized by a mastery orientation; curiosity; persistence, task endogeny; and the learning of challenging, difficult, and novel tasks.” Turner, (1995) on the other hand considers motivation to be synonymous with cognitive enjoyment which he defines as “voluntary uses of high level self regulated learning strategies such as paying attention, connection, planning and monitoring.

Self determined people are eager, driven, determined, confident, and single minded, and obsessed. It is believed that strong motives take us in many

directions: saints and crooks, stars, and repeated failures, love and hatred etc. Some of our drives may be innate i.e. the natural condition of the individual. However, many motives are learned, so they can be changed. Attribution theory on the other hand states that achievers have learned that they are able to succeed, that hard work increases the chances of success, that learning about them facilitates success, that succeeding is enjoyable and worthwhile. Dunning, (2011) is of the belief that people may live in a world of nature and objects, but it is other people who most likely determine the rewards that people covet and the punishment they fear.

It also believed that motivation is a crucial element in student's success and learning. It has been specifically established that motivation influences individual's choice of which activities to do, level of engagement in them and the degree in them and the degree of persistence (Wigfield, Bettel, Keller, and Eccles; Akey, 2006).

The concept of motivation is connected with other concepts like, reward, achievement, goal, and gratification. Motivation therefore can be regarded as what encourages an individual to act in a certain way or to repeat an activity because his behavior has been inclined to it. This could be due his interest i.e. he enjoys doing it, or because of a factor from outside the individual like getting a reward. Reward therefore is an element of extrinsic motivation which could be in the form of money or getting a good grade in examination. If an individual knows he will be rewarded for performing an activity, he may strive to perform it so as to achieve it, and earn the reward. After achieving what an individual desire (goal), then gratification follows which is a reaction of happiness after achieving a goal.

3.3 Self Awareness

Self awareness is having a clear realistic perception of who you are, why you do it, and the impact this has on others. Getting self awareness helps you to understand your strengths and weaknesses. It also allows us to make positive behavioral changes that can lead to greater personal and interpersonal success. Self awareness is built through self reflection, as well interacting with other people. Bowling and Hoffman, (2003) points out that it is easier to gain awareness of emotion in others than in ourselves. “Until we develop emotional awareness, we will project our own unrecognized emotions onto others”. According to them one key component of self awareness is self confidence. Self awareness allows you to understand other people, how they perceive you, your attitude and your responses to them in the moment. It is believed that with good understanding of how we relate to others, we can adjust our behavior so that we deal with them positively; understanding our weaknesses makes us learn how to manage them, and reach our goals despite them, Dyer, (2000).

Obetta and Dimeze, (2007) in their study indicated that guidance and counseling in schools helps in building self concepts among students, expose them to the world of work, and help them to assess their abilities and values in relation to their occupational choice which in turn can lead to individual productivity and national development in general.

4 Methodology

4.1 Research Design

This study employed comparative, cross sectional, and survey designs. It is comparative because it attempted to compare the extent of variance in terms of self efficacy, self motivation and self awareness among the graduates who received counseling (experimental group) and those who did not receive

counseling (control group). It is cross sectional because data were collected at once. This enables the study to save time and costs. It is survey, because data were collected from a sample of large population.

4.2 Research Population

The target population of this study consists of all the vocational students who graduated from the four tertiary institutions of Kano state Nigeria that offer vocational courses in the last five (5) years i.e. from 2009 to 2013. The total population of these vocational graduates in these tertiary institutions is estimated to four thousand five hundred and fifty nine (4559)

The units of analysis of this study were the vocational trained graduates of Kano state tertiary institutions, while the units of enquiry in the study were the vocational trained graduates.

4.3 Sample Size

Noting that the figure of the target population is very large, and beyond the researchers' capacity to use them as sample size in experimental research, 25 graduates were selected from each of the 4 tertiary institutions in Kano state which amounted to 100 samples.

4.4 Research Instrument

In this study, a researcher devised questionnaire was used by the researcher to answer the research questions and which in turn lead to the realization of the research objectives. Interview guides were also used by the researcher to gather and collect subjective opinions of the respondents.

4.5 Validity of the Instrument

Construct validity of the research instrument was determined using factor analysis (Kaiser-Meyer-Olkin (KMO) validity test). This was found by

conducting a pilot study. The following table 1 shows that all the KMO values for all the constructs were acceptable.

Table 1: K M O validity coefficients for the entire constructs

Construct	KMO value	Interpretation
Self efficacy	0.933	Excellent
Self motivation	0.954	Excellent
Self awareness	0.959	Excellent

Source: Primary Source 2015

Kaiser, (1970) indicates the interpretation guide for the KMO; 0.90= Excellent; 0.80= Meritorious; 0.70 Good/Middling; = Middling; 0.60= acceptable/mediocre; and below 0.50 unacceptable.

4.6 Reliability

In order to ensure that the research instrument is reliable and can consistently produce reliable data when administered, the researcher determined its reliability by measuring the internal consistency of the instrument. This reliability analysis was conducted on the piloted survey instruments prior to official data collection so as to ensure that the instruments provide reliable data for the study. Test- retest method of measuring reliability was used by the researchers to ensure the instruments could provide consistent measurements. Ten different samples were selected and the instruments were administered on them twice with a one week interval, and the obtained results were correlated using PLCC. The r- value was 0.07 which signifies the reliability of the instrument after repeated measurements.

5 Findings

5.1 Test of Normality

The purpose of testing normality is to define the distribution if the score on the variable is normal. This is known by observing the Skewness and kurtosis of the distribution. Saleh and Ghasemi (2012) indicates that an absolute value of the score greater than 1.96 or lesser than is significant at $P < 0.05$, while greater than 2.58 or less than -2.58 is significant at $P < 0.01$, and greater than 3.29 or less than -3.29 is significant at $P < 0.001$. The following table indicates the result of normality test for the study variable;

Table 2: Test of Normality

Construct	Mean	Skewness	kurtosis
Self Efficacy	3.2524	-0.185	-1.670
Self Motivation	3.1190	-0.252	-1.762
Self Awareness	3.1810	-0.204	-1.902

Source: Primary Source 2015

Table 2 indicates that all the constructs have high means ranging from 2.3143 to 3.2524. For the Skewness and kurtosis, all the tested variables indicate high degree of normality. Normality of score distribution signifies the validity of study data, while abnormality of the distribution signifies invalidity of the data. The factors in the above table can be considered normal because both the skewness and the Kurtosis values are close to zero.

5.2 Effect of counseling in raising the self efficacy, self motivation, and self awareness of vocational graduates

After determining the counseling awareness, attitudes and the uptake of self employment among the vocational graduates of Kano tertiary institutions, the researcher found out that majority of the respondents have not yet started

practicing their vocations. It was found as shown above that out of the selected samples examined, only one hundred and one (101) started practicing their vocations, and this signifies the need for addressing this alarming situation. Hence, the researcher decided to offer counseling services to those vocational training graduates who were ready and available to participate. Canada, (2011) believe that the basic purpose of counseling is to help people use their existing problem solving skills more effectively, or to develop better coping skills. Sequel to this, out of the selected three hundred and fifty four samples (354), twenty five (25) of them representing each of the four (4) tertiary institutions volunteered to participate, totaling to one hundred (100). The researcher utilized variety of counseling strategies which includes group counseling, individual counseling, peer education, and psycho education with a view to raising the self efficacy, self motivation, and self awareness of the vocational training graduates which could help in changing their attitude and thinking so that they could start practicing their vocations for self employment instead of waiting for white collar jobs. Gatewood and others (2002) found that, effects of self efficacy on entrepreneurial intentions and the likelihood of those intentions will result in entrepreneurial actions. Carol and others also indicate that significant relationship exist between general self efficacy and employment skills training.

The counseling sessions were organized over a period of 6 weeks with duration of 30-60 minutes. During the counseling sessions, the researcher discussed on so many issues relating to the graduates' problems and what prevented them from being self employed. Discussion also followed on the advantages and disadvantages of being self employed. Among the advantages of being self employed were; becoming the head of your

business; once it is established there is no limit of your daily income, and having the sole power and authority to employ or sack your employees. The disadvantages of it includes; uncertainty of having regular income, working long hours, arranging your source of income, as well as arranging your pension when you retire. Concurrently the researcher discussed with the graduates some of the basic factors to consider when planning to become self employed. Among them were, starting up a business related to the knowledge and skills acquired, seeking advice from others who have started, sourcing capital to start up the business and keep it going through family/friends, grants or trust funds as well as loans from banks and other related agencies. Others were the tax to be paid to the government, registration with corporate affairs commission, securing the business environment (e.g. at home renting a space, renting a market stall), and lastly health and safety of the business environment among others.

After rendering to the selected one hundred (100) ready and available graduates counseling interventions, the researcher then administered them the second research instrument i.e. counseling – uptake questionnaire which was used to measure how effective were the counseling intervention in raising their self efficacy, self motivation, and self awareness which could lead to vocational practice for self employment. Additionally, the questionnaire was also administered on another group of one hundred samples (100) who did not enjoy the counseling intervention. The vocational graduates responses were rated on a five (5) point Likert scale requesting them to respond to statements based on the degree of their agreements i.e. 1 = Strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, 5 = strongly agree. The respondents' ratings were computed by transforming the scores of each of the questionnaire item accordingly and obtaining their means. T

test for independent samples was used by the researcher using the statistical package for social scientists (SPSS) to compare the means of the questionnaire ratings of those vocational graduates who received counseling intervention, together with the means of questionnaire ratings of those who did not receive counseling intervention. This was made to establish the effectiveness of counseling in raising the self efficacy, self motivation, and self awareness of the vocational training graduates which can lead to vocational practice for self employment, and thereby reducing unemployment among youth in Kano state Nigeria.

5.3 Hypothesis testing.

5.3.1 Hypothesis H0;

There is no significant difference between the self efficacy, self motivation, and self awareness of the vocational graduates who received counseling, (Experimental group) and those who did not receive counseling (Control group)

Table 3 : t- test statistics for independent samples of experimental and control groups

Variable	Mean	Standard deviation	t value	Sig value (2tailed)	Decision on H0
Self efficacy	test				Rejected
Experimental	4.0350	0.99050	14.554	0.000	
Control	1.8683	1.11144			
Self motivation					Rejected
Experimental	3.0262	0.81713	14.421	0.000	
Control	1.3750	0.80206			
Self awareness					Rejected
Experimental	4.0370	1.12071	14.200	0.000	
Control	1.8217	1.07993			

Source: Primary Source 2015

The above table presents the group statistics for self efficacy, self motivation, and self awareness of experimental and control groups. Among the assumptions of t-test for independent sample is that the variance are assumed equal. The t value calculated for self efficacy 14.554 falls within the rejection region of Null hypothesis (H₀). Similarly, the calculated sig value of 0.000 is less than the alpha 0.05 ($0.00 < 0.05$). Hence, the null hypothesis is rejected and concludes that the self efficacy of the experimental group is higher than that of the control group.

In terms of self motivation, the calculated t value 14.421 also falls within the region of rejection of the H₀ as well. The calculated sig value of 0.000 is far less than the alpha 0.05 ($0.000 < 0.05$) and therefore the null hypothesis is rejected and the alternative hypothesis is accepted which says. From the foregoing, we can infer that the self motivation of experimental group is higher than that of the control group. The means for the two groups 3.0262 and 1.3750 respectively also indicate that the self motivation of the experimental group is higher than that of the control group.

The above table also gives the statistics of self awareness of both the experimental and control groups. The calculated t value 14.200 also falls within the region of the rejection of the null hypothesis. The calculated sig value of 0.000 is also less than the alpha 0.05 ($0.000 < 0.05$) and therefore the null hypothesis which says is rejected, and the alternative hypothesis is accepted. Hence, this signifies that the self awareness of the experimental group is higher than that of the control group. Likewise, the means for the two groups 1.12071 and 1.07993 respectively signifies that the experimental group has a higher self awareness than the control group.

6 Conclusion

In relation to the effectiveness of counseling in raising the self awareness, self efficacy, and self motivation of the vocational graduates, all the respondents indicated their satisfaction. The vocational graduates believed that the counseling services rendered to them by the researchers have greatly improved their self awareness, self efficacy, and self motivation, and have started thinking of practicing their vocations soon.

7 Recommendations

The researchers wish to make the following recommendations;

- Adequate professional counselors should be provided in schools who could manage the large number of students needing their services in schools. Minimum number of counselors is 488:1, and maximum number is 250:1. (ASCA). Providing these would facilitate counseling awareness among students, and viz-a-viz its' patronage.
- Government should clear obstacles associated with self employment. Resource mobilization should be encouraged; School counselors should also liaise with wealthy members of the community, banks, and other philanthropic organizations to assist the vocational graduates with soft loans to use in the uptake of their vocations.
- Teachers, counselors, and parents should enlighten the students on the benefits of self employment, and how to succeed in their vocational trades.
- Provision of appropriate counseling services to students at the appropriate time should be ensured.

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Part Four
Creative Writing



Indices of Astrophysical and Psycho-Social Civilization in Urhobo Children’s Play-Songs

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Abstract. From inception, the critical world of African literary scholarship has paid little or no attention to children’s literature. Where there are any such relevant critical efforts, they focus mainly on children’s works in the written dimension. This implies that the recent interest in children’s literature, however laudable, do not give adequate attention to children’s oral literature. In spite of the elaborate studies of African oral literature over the years, scholars do not seem to pay attention to children’s oral texts. Besides Finnegan (1970; 2012) who devotes a chapter to children’s game and rhyme, there are little or no mentions on children’s oral literature by foremost scholars of African Oral literature. However, it is observed that children’s oral texts also bear similar thematic thrust and artistic features with children’s texts in the written dimension. Resting on the foregoing lapses, this article examines how the Urhobo child acquires cosmological and psycho-social civilization through Urhobo children’s play-songs. The article reveals the thematic and aesthetic values of the examined play-songs to justify the apparent significance of children’s oral literary tradition in the moral, astrophysical and psychological regeneration of the growing child. Effort is further made to demonstrate here that the play-songs under study

are blends of the dramatic and the poetic nuances as it is the case with western literary delineation.

1. Introduction

Like Children's literature in the written dimension, every African indigenous society possesses certain performances for children. Such children's rhymes, play-songs or folktales are meant to foster the child's moral and cultural socialization into the African society before Europeanization of the African continent. Through such indigenous performances by children, the African child is unconsciously connected to the norms, ethical values and moral etiquettes that thread the society together as an indigenous community. As Achebe (1978: 9) observes that "Africa did not hear of culture for the first time from the Europeans", African societies had in abundance, different cultural and artistic compositions before the inroad of the missionaries and colonialists which introduced the western civilizing mission. However, there is little or no effort to investigate and encourage the sustainability of some of these vanishing artistic traditions for children. Modern technologies have caused a deletion of these practices such that the average African child in an urban environment misconstrue them as prehistoric activities carried out by primitive children. This Eurocentric consciousness, perhaps, is central to the current high level of moral degeneration among African children. As in the case with Nigeria, the growing child is imitative of western practices including those that the African society regards as deviation from its moral codes.

African oral literary scholarship has witnessed remarkable studies in all the other genres, but this is not the case with indigenous practices for children. For instance, acclaimed oral literature experts that have done extensive

researches on all the genres of African oral literature pay little and sometimes, no attention to children's play-songs and performances. For instance, in Isidore Okpewho's *African Oral Literature*, and F. B. O. Akporobaro's *Introduction to African Oral Literature* not a single chapter is dedicated to children's play-songs. In spite of the relevance of these texts, the authors do not consider it necessary to include children's performances. Some factors might have informed such slip; and whatever rationale that could have engendered such omission is best known to the authors. However, Ruth Finnegan (1970; 2012) acknowledges the availability of lullabies, children's games and rhymes, paying a central attention to "action songs" among children in Southern Sudan. Finnegan goes ahead to reveal that "little systematic interest has been taken in children's verse in Africa" stressing that where there are few isolated instances, "this has been done without any discussion of context and local significance" (1970: 299). Another laud effort is Akinwumi Isola's (2008) which investigates Children's oral literature as a potent instrument for the socialization of the Yoruba child. Isola also laments the "neglect of children's literature in African languages", stressing that such disregard "raises a fundamental questions about our conception of the role which literature plays in the socialization of the child" (Isola, 2008: 151). The neglect of children's oral literature in Africa is a major cultural failing by African scholars. Perhaps, we seem to forget that every child is the tomorrow adult; and as it is in a common adage in Nigeria, a good child makes a good adult (Darah, 1990: 2). This attests to the need to make every systematic effort in resuscitating children's play-songs and game, owing to their relevance in the psycho-moral and cosmological socialization of the growing child. Thus, besides the aesthetic credence, mores and lore interact remarkably in children's play-songs. Instead of becoming a factor of ruination, the new media could be

explored to transmit these children's play-songs for the consumption of the child in the current age of globalization.

This article is fashioned to discuss the significant place which the Urhobo children's plays and song-poems occupy in the psycho-moral and astrophysical socialization of the growing child. Urhobo is the major ethnic group in Delta State; and the fifth largest language group in Nigeria. The word Urhobo stands for both the people and their language. Children's play-songs are common performances among the Urhobo people. In spite of the wind of westernization, these performances are also carried out in village hamlets. This investigation reveals varieties of song-poems and plays; and they are treated as synonymous with the broad corpus of poetry and drama. However, since rhythm plays a prominent role in the socialization of the child, both the dramatic are also rendered in songs. As such, what we have is the connectedness of both genres. It is therefore very convenient to regard such children's performances as play-songs, thus, privileging both the rhythmic and dramatic compositions that make them literary. There are no adequate studies on children's play-songs. Where they are, they are limited in context and scholarly details. Like children in other parts of Nigeria, Africa and the world, Urhobo children engage in countless games in moonlight night. According to Atiboroko Uyovbuckerhi (2004) "it is not clear how and when these games originated but they seem to date back to the beginning of Urhobo as a people and have survived till the present day". The kinds of games played by the child sharpen their cosmological, social, psychological and moral socialization.

The discussion of the two major key words, Astrophysical and Psycho-social is imperative in order to justify their use in this article. The astrophysical has

to do with the cosmological reflection of the child. As a branch of philosophy, cosmology has to do with the origin and general structural composition of the universe, with the various laws guiding its space and time. Through play-songs the child poses ecological and cosmological questions that define their existence. Furthermore, by Psycho-Social we mean the child's reflection on those social and cultural experiences that help to sharpen his/her thoughts and actions. Consequently, the children who engage in such play-songs experience a remarkable balance between their psyche and the socio-cultural manifestations of the people. Thus, they are unconsciously exposed to social relationship, gender roles and moral etiquettes that define their existence. The effective working of the child's psyche in the conveyance of these ideals marks his/her civilization into the Urhobo society.

Furthermore, the term 'civilization' is deliberately employed here to interrogate its rather narrow Eurocentric configuration. The 'civil' has to do with experiences and duties which every society defines for her citizens. Consequently, civilization is the act of manifesting accurate native intelligence on the civil society. Mores, lore and cosmological features are common experiences that the child will have to understand and manage. A child who masters all of these sensibilities is cultured and civilized based on the dictates of that society; whereas, a child who is ignorant of these social experiences is uncultured and uncivilized. Thus, civilization as used here is not limited to western civilization which was popularized by the European civilizing mission.

The need to examine the surrounding factors that influence the socialization of the Urhobo child is imperative mostly in the 21st century that is fraught with different moral decadence. Urhobo children's oral literature as an indigenous artistic tradition engenders the socio-cultural maturation of the

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Urhobo child into a productive adult. Through the child's exposure to the socio-cultural and ecological experiences, indices of moral hygiene become imperative integral of the growth process. Strategizing growth for the child is central to any society that negotiates formidable future for her generations. It is the recognition of the significant place of a child in any society that informs Leon Trotsky's declaration:

The most accurate way of measuring our advance is by the practical measures which are being carried out for the improvement of the mother and child. This index is very reliable; it does not deceive. It immediately shows both the material success and the cultural achievements in the broad sense (Darah, 1990: 1)

It is evident that a bad and timid child is likely to make an awful and nervous adult and vice versa. Consequently, it is crucial to revitalize Urhobo children's indigenous artistic materials as they play apparently significant role in the socialization of the child. Some of the children's play-songs examined here are "Osio" (Rain), "Isio" (Stars), "EmerhavwenDede" (Moon, you are Welcome), "TitiveIboyi" (Titi and Iboyi), "AmonoMueEleChere?" (Who Put Yam on Fire?), "Eje" and "Mamako". The choice of these selections is to capture both the cosmological reflection of the child, the socio-cultural behaviours, the moral import and psychological alertness. The combination of the aforementioned themes enhances the child's acclimatization to the civil environment, thereby negotiating his/her place in it.

2. Cosmological Features in the Children's Play-Songs under Study

The knowledge of the cosmos plays a significant role in the psychological and socio-religious development of the individual. A deep inquiry into the planetary helps to foster a connection to the religious, the scientific and the philosophical. These indices are central to man's domination of the environment. No wonder cosmology is regarded as the complex of the people's beliefs and attitudes concerning the origin, nature and structure of the universe and the interaction of its beings (Metuh, 1981). The people's cosmology occupies a prominent place in their social behaviours. Thus, an understanding of their astrophysical environment or worldview helps them to appreciate the reason they behave in a particular way, why they think differently from others and why their philosophy of life is distinct from that of other people (Ubruche, 2003:22). The cosmos and ecology are reflected by many of the play-songs performed by Urhobo children. The children's reflection on the astrophysical experiences around them helps to file their connection to the mores or ethical strictures embedded in their socio-religious worldview. This is because Urhobo cosmology is predominantly religious. For instance, before the missionary incursion, the Urhobo had a clear conception of God as a monotheistic Being, who created the world and everything that resides in it. This supreme God is what the Urhobo call "Oghene". Owing to this consciousness, the study of the universe is not complete without giving the creator, his respect. Consequently, there is a remarkable correlation between the Urhobo cosmology and religion (Emusi, 2013: 32).

It is wise to note that a growing child is always very curious. As such, he quests to understand the physical environment, the literal heaven and the earth; the up and the down and the transition of time. Due to this

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consciousness, children are known to fashion such play-songs that pose questions about the human cosmos and ecosystem. Thus, environmental and lunar features are apparent in their plays. A representative song-poem is “Osio” (“Rain”) which poses a universal question to the existence of rains. This acknowledgement reinforces the supremacy of God, the creator. The children’s communication with the rain underscores spiritual tenor. Their earthly reflection on the universal feature of rain further propels their wonder over the supremacy of the maker of the universe. They croon:

Osioosioworhore	Rain, rain don’t rain
Osioosioworhore	Rain, rain don’t rain
Imitete cha heha	Little children want to play
Edefawokerho	You may rain another day

Besides the use of repetition as an artistic cadence, the performance of this play-song carries a weight of meanings that bother on the children’s cosmological knowledge. The children render this song with their face turning up to the sky, signifying heavenly bodies. They assume that the rain comes from God in heaven. The play-song is therefore performed when the weather is pregnant for a heavy downpour or during a drizzle. The children who believe in the potency of their tongues are confident that they can forestall the rain with their utterances. However, while they assert their authoritative remarks to the rain, they are unconsciously undergoing a spiritual regeneration through supplication to the owner of the universe. The children’s cosmic consciousness attests to their coming to terms with their environment.

Similarly, the above ecological and cosmological tenor resonates in “Isio” (“Star”). In this play-song, the children employ their arithmetic potency to

count the numerous stars in the sky. Their inability to count them awakens their respect for the God of creation over the mystery of his creation. They demonstrate:

Isio, isio, kerekere	Star, star, count count
Isio, isio, kerekere	Star, star, count count
Emeteṛoke nana	Girls of nowadays
Ovwravwra aye vwṛyan	Live with pride
Ugborhi aye vwṛyan	They are gossips
Odidigboma!	Behold, a strange spectacle!
Olalṛ she we koi!	A stone lands on you, koi!

In this play-song, the children face the stars in the sky, spreading their tender fingers in arithmetic exercise. As stated above, the counting of the innumerable stars invigorates the children's consciousness over the mystery of the cosmos and their place in it. This probing spirit has a way of enhancing their socialization to the Urhobo society, with a clearer grasp of the structural composition of the universe and the Urhobo worldview. The rhythm of the above song-poem rises from a slow to a fast pace, and the infusion of repetitive expressions helps to reveal the children's sense of wonder over the incomprehensibility of their astrophysical environment. Thus, the repetition of "star" and "count" underscores the twinkling of innumerable stars in the sky; and how these cosmic features come about is a major question that the curious child will be left with. It is at this recognition that their consciousness glides from the socio-physical to the astral, leading to scientific and religious inquiry.

Another play-song that falls into this category of ecological and cosmological indices is "EmerhavwenDede" (Moon, You are Welcome). This song-poem glorifies the magnificence of the moon as a natural

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phenomenon. The appearance of the moon is of great significance to the Urhobo cultural worldview hence it is accorded a stupendous recognition. Besides, most of these plays and song-poems examined here are performed during moonlight night. The ambience created by the gleaming moon transcends verbal description— it bears a psychological and emotional fulfillment. The children eulogize the moon in a mood of excitement:

Emerhavwedede	Moon, you are welcome
Emerhavwedede	Moon, you are welcome
Emu mecherekewe	The food I prepared for you
Onogbo re rọ	Cat has eaten it all
Onogbo re rọ	Cat has eaten it all

This song-poem apparently demonstrates our relationship with the ecological and cosmological features. The human, natural world and the spirit world interact gloriously. The personification of the moon justifies man's deference for nature, and the valuation of humanity through communal relationship. Such harmonious interaction signals a peaceful co-existence between man and the natural world, thereby accentuating man's reverence for the maker of the puzzling universe. No wonder William Wordsworth highlights that whoever that is close to nature is close to God, illustrating that nature offers moral and spiritual benefits to mankind: "in nature and the language of the sense, the anchor of my purest thoughts, the nurse, the guide, the guardian of my heart and soul of all my moral being"(*Preface*, 1798). Nature and its manifestations of innocence and peaceful ambience help to birth a mood of innocence and valuation of humanity in the growing child. It is the knowledge of the natural and spirit world in the transition of time that finds a voice in "Unoke" ("Clock"):

Krẹkrẹ, krẹkrẹ	Tick-tock, tick-tock
otarẹunoke	The language of the clock

Krẹkrẹ, krẹkrẹ	Tick-tock, tick-tock
Obo rẹworuẹ	Whatever you are doing
Ruophẹrẹ	Do it fast

The idea here is very philosophical. It cautions against procrastination and laziness. This song-poem reinforces the dignity of labour which is a dominant mores in Urhobo world-view. The Cape Diem Motif (Seize the Day) that reverberates in this song-poem is also found in western literary expressions. An eloquent example is William Shakespeare's Sonnet 17, "When I Do Count the Clock that Tells the Time" where he narrates the danger of procrastination, as time does not wait for man: "When I do count the clock that tells the time/And see the brave day sunk in a hideous night" (L1-2). Andrew Marvel's To His Coy Mistress also captures this viewpoint: "since we cannot make our time stand still,/we will have to make it run". In the children's socialization process, time is one major index that must be recognized. Time is therefore a cosmic element that is suitable for the gradual socialization of the child.

Thus, through intense probing into the cosmos, the child is left with so much admiration and adoration for the maker of the universe. It is the children's acknowledgement of the dignified personality of God that engenders such play-song as "TitiveIboyi" which reveals the supreme position of God and the need to accord God maximal respect. The characters in the song-poem are digging and hunting for cricket while their anus point to the sky (literal, heaven). The song demonstrates that the children's anus is too filthy to point to the majestic face of God. They sing:

TitiveIboyitorherhe
crickets

Titi and Iboyi are digging for

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Aye ghareonisovieghene	Their anus pointed to God
Emo re Oghenekuvwiekayen	Children of God raise voices at
them	
Onakeokpemuworuru	This is an abomination!
Okpemuyo!	Abomination o!
Okpemuyo!	Abomination!
Iyeh!	Yes o!
Iyeh!	Yes o!

As it is discovered from the rhythm and images in the song-poem, at this point the children are seen exhibiting their consciousness of the environment and the significant place of God in that environment. Thus, acknowledging the magnificent position of God in heaven, the posture of the children with their messy anus pointing to the esteemed portrait of God is abominable. It is evident that the children's recognition that such bearing is questionable is informed by their gradual knowledge of the outstanding position of God.

All the song-poems examined above bear this ecological and astrophysical tempo. The child's civilization is not complete without responding to the lunar and environmental experiences. This is because the cosmological is the rational explanation of the order which undergirds human lives and environment (Kalu, 1982: 38). The song-poems examined above are therefore meant to stimulate the Urhobo child into rational thinking in his quest to understand and dominate his environment.

3. Psycho-Social Regeneration of the Child through Play-Songs

Some of the song-poems performed by the children are such that expose them to socio-cultural behaviours and ethical standards, while others help to

rejuvenate their psychological alertness. Some of the song-poems harangue unhealthy behaviours. In the socialization process, it is imperative that the child grows with the wealth of moral instruments in the Urhobo society. As such, what confronts us in some of the song-poems here is the credence of good moral conducts. In these song-poems while the children condemn bad behaviours, they project decent and excellent behaviours in the society.

In the song-poem, “AmonomueleChere?”(Who Put Yam on Fire?), we are confronted by indices of domestic responsibilities as it applies to the question of gender. The song-poem evidently reveals the role of the child in domestic and civic activities. Washing of ditches, cooking and fetching of water are some of the domestic duties that the growing child experiments with in the socialization process so that he will end up as a well bred adult.

The song reveals thus:

Call: AmonomueleChere	Call: who put yam on fire?
All: Ele	All: yam
Call: AmonomueleChere	Call: who put yam on fire?
All: Ele	All: yam
All: TitimueleChere	All: Titi put yam on fire
Iboyikokorharhenphiyo	Iboyi ignites the fire
SaiboibomueleChere	Saiboibo put yam on fire
Ele!	Yam!

This song-poem serves as a prompter, reminding the children of their domestic responsibilities. One striking thing about the play-song is the issue of gender parity. Titi (a girl) puts the yam on fire; while Iboyi (a boy) prepares the fire regularly for it to be cooked. Splitting of wood for the fire is known to be a masculine responsibility; while cooking is feminine. It is the combination of the masculine and feminine that makes a harmonious

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home. This division of labour along gender line depicts social reality as it applies to the Urhobo socio-cultural worldview. Thus, the above play-song keeps the children abreast of how gender harmony could be achieved through harnessing of gender roles. Both the males and the females have their individual roles to play in the administration of the home. It is this consciousness that follows them to adulthood. Like Stephen Kekeghe's (2015) examination of gender issues in modern Nigerian children's literature, it is lucid from the above excerpt that gender stereotypes are also evident in children's literature in the oral dimension as it is the case with Urhobo children's play-songs. The artistic, repetitive weaving of the interrogative remark helps to create the gender relationship in the song-poem.

The children's exposure to socio-cultural roles helps to strengthen their conveyance of moral ideals as upheld by the Urhobo society. This implies that their knowledge of the indigenous environment and its cultural codes is of utmost significance in refining them morally. The topical issue of moral decorum is conveyed in "Isio" (Stars") which indubitably condemns the naughtiness of the contemporary girls. Satirically, the play-song harangues some of the unhealthy behaviours of the girls. The following lines capture it remarkably:

Emeteoke nana ovwrawwra aye vwohian	Girls of
nowadays are proud	
Ugborhi aye vwohian	They are
gossips	

Pride and gossip are insanitary traits which the Urhobo society does not tolerate. Through a constant performance of such play-song, the girl-child

will be forced to uphold modesty. In the Urhobo cultural worldview, the womenfolk are known to be reticent and submissive. Consequently, pride, gossips and flippancy are abhorred by the Urhobo. Thus, in the content of their ethical values the above traits are strictly frowned at.

Furthermore, some of the song-poems discussed in this article are basically aimed at enhancing the child's psychological alertness as he responds to the drama of life. Since all human activities have dramatic elements in them, children's oral literature owing to the various performance mechanics involved in their rendition, are conveniently described as play-songs or games. This delineation underscores the dramatic offerings that constitute their composition and realization. It is the flamboyant deployment of dramatic resources such as action, imitation, improvisation, spectacles and characters' representation that encourage the speedy socialization of the child. This is because enactment is a dominant characteristic feature of drama (Dasyuva, 1997: 2); and drama reflects ways of ordering the society on which it is based (Umukoro, 1994: 9). It is worthy of note that children have played since the dawn of human civilization; and the descriptions of their games are apparent through literature of mankind (Lowenfeld, 1972: 46). This implies that every civilization has handed its children from one generation to another, traditional types of games. Plays and drama are therefore synonymous with game as applied to children (Hodgson, 1972: 46). Therefore, referring to Urhobo children's oral literature as games adequately captures the dramatic essence of it. Spolin (1963) likens children's games or play-songs to drama when he defines games as, "an accepted activity which is limited by rules and group agreement. Fun, spontaneity, enthusiasm, and joy accompany games". He therefore submits that like the in theatrical experience, children's games or play-songs are

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made up of “a set of rules that keeps a player playing”(382). The above avowal emphasizes the dramatic qualities of children’s oral performances.

While certain children’s games have dramatic elements in them, there are some of the Urhobo children’s oral literature that are evidently dramatic. A representative example is the hide-and-seek game, “Eje”, which requires the children (usually mixed sex) to go into hidings; while the caller goes in search of them. Anyone that is caught turns out to be next caller and seeker. The game thus, begins by the seeker, announcing his search. In the course of the pronouncement, the other children are expected to take cover behind fences, banana grooves, plantain trunk, thick grasses and uncompleted buildings. Both the caller and the called are participants in this drama. The play goes on as follows:

Caller: Ejegbo	Caller: Ejegbo
Teomote o	Both girls o
Teomoshare o	And boys o
Me chare o	I am coming now o

The final alert, “me chare o” (I am coming now o”) is to enable the children to go into hiding while the caller looks for them. The ambience created at the end of the announcement is such that reveals some of the technical demands of drama such as suspense, intrigue and disguise. Pretences and chameleonic indulgences are parts of this game. Tip-toeing and silent glides are some of the theatrical tricks employed by the children. Such tricks are obvious manifestations of the arithmetic ability of the child. Thus, we experience the child’s psychological regeneration and maturity in such camouflages. It is this dramatic spirit that reverberates in “Mamako”:

Mamakomamako
Oweya
Mamakomamako
Oweya
QheneQhenedjufefe
Mini ojakpore
Ore,mamako
Tonatona
Qhovwesiore
Korobakoriko
Didiowa o
Ofovwingbewe
We sionaphron

The wordings of this play-song are almost entirely meaningless. It is performed for the purpose of its dramatic liveliness; and it is meant to awaken the consciousness of the children to the universal drama of life. In her discussion of African children's "songs and rhymes" Finnegan confirms that in some of the play-songs, meaning is almost slurred out of recognition (1970: 310). "Mamako" is one good example of such children's performances; and it is relevant on the basis of its dramatic offerings. "Mamako" is performed with the legs of the children spread uniformly. The lead-performer croons the song-poem while he/she crosses the spread legs with his/ her hand in arithmetic count. If the rhythm of the play-song terminates on any leg, that leg is folded. Anyone whose two legs are folded, stands and leaves the game. The game endears until the last person who turns out to be the next lead-performer. This game which bears the characteristics of casting lots is known for its dramatic gymnastics; and its exhilarating effects. The unmistakability of the child in the matching of rhythm with the movement of the hand is one area where the arithmetic potency and the child's maturation come to bear.

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Correspondingly, some of the song-poems are original lullabies which are now performed by children. Lullabies are originally performed by mothers and grown siblings or relatives to lull a crying child; hence, most subjects of lullabies are fathers and mothers. The lullabies play predominant role in the child's psychological development. Thus, the characteristic spontaneity of lullabies helps to rejuvenate the feelings of the child in excitement. Ruth Finnegan (1970) confirms this notion when she explains:

Lullabies provide a good example of the way in which what might be expected to be simple, natural and spontaneous expression of feeling in all societies— a mother singing to her child— is in fact governed by the particular constitution of the society (299)

Reminding children of their connection with their parents play a significant role in the renaissance of the psyche and emotion. By so doing, they are by implication, socializing with the environment that produced them. A good example of lullaby of this magnitude is rendered below:

Nene kpeekiyanjuvwevwo Mummy left me for the market
Baba kpeehwayanjuvwevwo Daddy left me for the bush

The emotional outpouring of this kind of rendition waxes the child's emotional components with the parents. Recognizing the place of parents in the child's life is an important aspect of the socialization process. While this song-poem is rendered as a lullaby to a crying child, it is commonly performed by children, thereby reflecting on their connection to their ancestry. Another version of this form of song-poem gives the children a sense of excitement and satisfaction:

Nene dedeoyoyo-o Mummy has come, I am happy

Baba dedeoyoyo-o

Daddy has come, I am happy

The tone of contentment in this last portion is different from the moody tenor that runs through the previous one. The child's connection to the parents is therefore of paramount importance in his or her socialization process. Emotional bonding is central to parent-child relationship. Through the spirit of team-mate, the children mature in their psychological reflections on the environment. As a result, the children who are exposed to the socio-cultural experiences in their society through the liveliness of teamspirit will no doubt bear a kind of psychological reconstruction. Thus, in the negotiation for growth, the experiences garnered by the children through their artistic performances will come to bear in monitoring their interrogation of, and decisions on issues.

4. Conclusion

The above examination reveals the lucid significance of children's oral literature as a vehicle for the moral, psychological and cosmological regeneration of the child. The locus of this article is the place of Urhobo children's play-songs in the socialization of the child. The terms, socialization and civilization are used interchangeably in this article to highlight the idea of root and native intelligence which are imperative components in the psycho-social development of an individual. From the various oral texts examined in this paper, effort is made to unfold the relevance of children's oral texts in exposing the child to the physical and astrophysical milieu. This implies that the child's indigenous civilization is only complete if he/she harnesses the physical and the astrophysical compositions of the world. As the above investigation suggests,

besides the aesthetic resources of poetry and drama which resonate in the children's texts, there are obvious indices of social significance.

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History and Creativity: A Study of Chinua Achebe's *Things Fall Apart* and Sol Plaatje's *Mhudi*

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Abstract: This paper examines the use of historical resources as a literary tool in the aesthetic creation of modern African literature. A critical study of Chinua Achebe's *Things Fall Apart* and Sol Plaatje's *Mhudi* reveals their creative indebtedness to historical materials in a bid to re-assert the peoples' cultural identity in the face of intrusion of alien cultures into the African cultural space. The dexterity with which the novelists handle the various melting points between history and African cultural aesthetics places them as pioneer literary nationalists. The essay leans on the insights of the New Historicist theory which entails the work of art's "relationship to the discourses that helped fashion it and to which the text is a response" (Bressler, 2003:187) in engaging the indices of history and creativity in the two texts. This is because, the two texts under study draw poignantly from the historical fervours of Africa's encounter with the west with regards to colonialism by foregrounding the peoples' identity, belief systems, and ideology. The paper concludes that the thematic goal of the earliest African writers is the reassertion of the African cultural identity that has been made parlous by colonialism in a manner that history is put in its proper perspective.

1. Introduction:

The coming of European into the African continent remains a most indelible epoch in the socio-political history of the continent. It has attracted diverse opinions from scholars from the different disciplines. In creative writing most importantly, it has established itself as one of the most important themes in the literatures of the continent. The unpalatable experiences of culture conflict, political suppression, wars, racism and exploitation has featured in the creative works of the continent. According to Kolawole Ogungbesan in his introduction to the *New West African Literature*, “At the initial stage virtually all the writers were content to affirm the worth of African civilizations. Indeed, cultural nationalism was a part of the anti-colonial campaigns...” Charles Nnolim goes further by asserting that: “... the major distinguishing mark of African literature of the twentieth century is that it is a literature displaying the mentality of a colonized people. It began in reaction to colonialism; it has thrived in reaction to colonialism”.

This colonial carnage is what has shaped the works of writers like Sol Plaatje, Chinua Achebe, Ngugi wa Thiongu’o, Ferdinand Oyono, Mongo Beti, Ayi Kwe Amah to mention a few. According to Allwell Onukaogu and Ezechi Onyerionwu “... no meaningful or serious literary creation can ever achieve credibility and authenticity if it discountenances the environment that gave rise to it”.

2. Literature and History

History has always served as a veritable source of literary materials for creative writers. Writers have grappled with nuances of history which they merge creatively to create aesthetic events that can neither be proven to be

true or false. This is why Allwell Onukaogu and Ezechi Onyerionwu explain that, “what the literary writer does with respect to the historical material available to him, is essentially to pass it through his imaginative forge, with the outcome bearing varying degrees of fictionalization of factual events, people and places”. Although this historical consciousness has manifested in all the genres of literature, it is the novel form that has granted it liberty of space and of detailed exploration of experiences and events. The novel therefore possesses the advantage of volume over the other literary forms and this makes it the most suited literary genre for fictional investigation of history. In describing the historical novel, M.H Abrams sees it as that which “not only takes its setting and some characters and events from history, but makes the historical events and issues crucial for the central characters and the course of the narrative.” This is why Akachi Adimora-Ezeigbo believes that while these historical elements enrich and enliven the narrative, they are also crucial to the dramatization of the profundity “of their sequential actions in a historical continuum.”

To the African writers therefore, the role of the white man in the destruction of the African tribal world is conceived as both symbolical and historical. This is therefore the melting point between history and creativity. For the relationship between history and literature Allwell Onukaogu and Ezechi Onyerionwu assert: “should necessarily begin from the point where history provides literature with raw materials, and literature helps convey history”. It is against this backdrop that we shall interrogate Chinua Achebe’s *Things Fall Apart* and Sol Plaatje’s *Mhudi*.

Both *Things Fall Apart* and *Mhudi* like other African colonial novels, tap copiously from the historical resources of the period. The aim is to creatively reconstruct the African history in a self-discovery manner for the African to rediscover his “historical roots...” (Ernest Emenyonu 1982:22). According to Emenyonu, the literature of a people must be “an imaginative recreation of a people’s account of their social, cultural, political and economic perspectives at a given time and place”. In discussing *Things Fall Apart* and *Mhudi* from a historical perspective however, they must be viewed as novels of cultural identity. The question here according to Charles Nnolim is thus, “who we are, and what our position is among the community of nations?” For while *Things Fall Apart* is a recreation of the tragic history of African contact with the West where Okonkwo represents the best in Africa in terms of honesty, integrity, industry, valour, strength, and therefore stands for the African image, *Mhudi* is a recreation of the folkloric and historical growth of South Africa – the tribal history of the Matabele and Bechuana. In the words of Tim Couzens in his Introduction to the text, “...Plaatje is concerned not only to defend the customs of the traditional life of the Barolong (and, to some extent, by extension, of the blacks generally) but he is also intent on re-interpreting history from the point of view of his own people”.

3. History and Creativity in Chinua Achebe’s *Things Fall Apart*

Achebe’s *Things Fall Apart* captures the colonial experiences as it played out in the Igbo society of the late 19th century and early 20th century. He creatively merges his power of creativity with the available historical materials at his disposal to produce a classical work of literature. Achebe uses in this novel, the Igbo society of the fictional Umuofia to depict the African contact with the Europeans and the representational loss of African tradition. He presents the Igbo people as a people with great social

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institutions in accordance with their particular society, that is, wrestling, marriage, human sacrifice, and suicide. Their culture is heavy in traditions and laws that are on justice and fairness. Unlike other societies, the people of Umuofia follow their customs to the later.

‘It was only this morning,’ said Obierika, ‘that Okonkwo and I were talking about the Abame and Aninta, where titled men climbs trees and pound foo-foo for their wives.’ ‘All their customs are upside-down. They do not decide bride-price as we do, with sticks. They haggle and bargain as if they were buying a goat or a cow in the market (*Things...51*).

The people are more proud of their culture and are ruled not by a king or a chief but by a kind of democracy, where the males meet and make decisions by consensus and in accordance to an oracle, “Egwugwu” than should be written down. The Igbo society therefore represents the African identity. This valourization of the African identity has become necessary in order to correct some of the historical misconception of Africans as barbaric, savage and primitive people without culture as painted by the Europeans. Kolawole Ogungbesan quoted Achebe as saying:

At the University I read some appalling novels about Africa (including Joyce Cary’s much praised *Mister Johnson*) and decided that the story we had to tell could not be told for us by anyone else no matter how well-intentioned. Although I did not set about it consciously in that solemn way, I now know that my first book, *Things Fall Apart*, was an act of atonement of a prodigal son .

With this ideological manifesto at his finger-tips, Achebe sets out to re-work history creatively to present the African continent in his right footage. To him, Joyce Cary's *Mister Johnson* does not represent the authentic environment and experiences of Africa; therefore he presents the authentic picture of the African environment in his novel, *Things Fall Apart*. In this regards, Okonkwo becomes the symbol of African nationalism. His strength, courage, industry, and all other attributes become the strength and courage of the continent. So that when Okonkwo goes too far by killing the messenger of the District Commissioner, he not only plunges himself into disaster but those around him. In other words, his success is the success of the collective and his failure is also the failure of the collective.

Okonkwo was deeply grieved. And it was not just a personal grief. He mourned for the clan, which he saw breaking up and falling apart, and he mourned for the warlike men of Umuofia, who had so unaccountably become soft like women (*Things... 129*).

This is why Bernth Lindfors sees Achebe novels as "... a biography of his people and his nation since the coming of the white man".

Achebe believes that the committed African writer must take a stance. To him the primary task of the writer is to rehabilitate the African culture which colonialism has over-looked or distorted. In his own words, the writer's first duty is to demonstrate:

that African peoples did not hear of culture for the first time from Europeans; that their societies were not mindless

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but frequently had poetry and, above all, they had dignity.

(Nigeria Magazine, June 1964:90).

It is this cultural and sublime society of Africa that colonialism has come to distort and renegade. Hence the writer must as a duty confront history by presenting it in its true light. This disruptive effect of colonialism on the Igbo society and indeed African society is captured poignantly in the novel thus:

‘Does the white man understand our custom about land?’ ‘How can he when he does not even speak our tongue? But he says that our customs are bad; and our own brothers who have taken up his religion also say that our customs are bad. How do you think we can fight when our own brothers have turned against us? The white man is very clever. He came quietly and peaceably with his religion. We were amused at his foolishness and allowed him to stay. Now he has won our brothers, and our clan can no longer act like one. He has put a knife on the things that held us together and we have fallen apart’ (124-125).

This pathetic disintegration of the African society must be re-asserted by the committed writer which Achebe is. Charles Nnolim talking about Achebe opines that:

... he is first and foremost concerned with the cultural assertion and is a pioneer in what has come to be called cultural nationalism in Nigerian literature – in his stressing the innate dignity of the Nigerian – especially the Igbo man – and in his concern with the rehabilitation of the image of the black man already distorted by European writers.

In other words, African encounter with colonialism and its distortion of the African cultural space becomes the defining paradigm of Chinua Achebe's *Things Fall Apart*. Achebe substantiates this fact when he avers that *Things Fall Apart* is meant "to teach the society that their past painted dark by Europeans is not entirely dark." And that Africans have "a culture that they must be proud of." (Nigeria Magazine, June 1964:90).

4. History and Creativity in Sol Plaatje's *Mhudi*

The novel in many ways remarkably foreshadows in some of its themes Chinua Achebe's well-known *Things Fall Apart* ... For just as Achebe does in the later novel, Sol Plaatje portrays a traditional society at a crucial stage of transition.

(Tim Couzens: *Introduction*, 7).

This quotation sums up the entire thematic pre-occupation of Sol Plaatje's *Mhudi*. The novel is a historical artifact of the Matabele and the Bechuana. It is set in the early 19th century, during the aftermath of the Zulu wars when many peoples in South Africa were on the move from their ancestral areas. During this time, the Boer moved away from the Cape, then under British domination. According to historical records, the Boers were in search of fertile lands where to establish themselves and continue the kind of life they once enjoyed at the Cape. The novel explores the tyrannical rulership of the Matabele's leader Mzilikazi against his neighbours and subjects. Like the kingdom of Benin in the brutal era of the Ogisos during the expansion of the Benin kingdom (J.U. Egharevba, 1991), Inzwinyani terrorizes her neighbours and subjects them to the payment of tributes in form of taxes as a symbol of loyalty to her king, Mzilikazi.

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It is this pieces of history that Plaatje nits together to forge an endearing history of Matabele and the Bechuana tribes of South Africa. Akachi Adimora-Ezeigbo describes the significance of the literary historian as one who is:

... at liberty to interpret history to suit his purpose; he could dramatize and reconstruct moments in history which he considers important to the shaping of his people's destiny. Above all, his interpretation of history is creative and does not have to comply strictly with historical reality. He could manipulate dates or the chronology of events without impairing in the credibility of his historical and artistic vision .

From the above, we find the reconstruction of history with the introduction of alluring incidents involving Mhudi, the female protagonist and Ra-Thaga, her male counterpart adding an emotional effect to the development of the plot of the story.

Most Bechuana women in such circumstances would have uttered loud screams for help. Mhudi yielded to the humour of the picture of her husband having a tug of war with the lion; highly amused, she gripped the situation, stepped forward in obedience to Ra-Thaga, and summoning all her strength, she aimed a stab at the lion's heart. The infuriated animal fell over with a growl that almost caused the earth to vibrate (*Mhudi*, 64).

Like *Things Fall Apart*, there is the manifestation of cultural life – hospitality, honesty, betrayal, communalism, and justice in the novel. Plaatje flamboyantly displays this aspect of African oral culture thus:

A crowd of Qorannas gathered at Mamuse to witness the trial of an important leader of their tribe. The

tribesmen descanted at the court on the mean treachery of which he had been guilty, and if the crime went unredressed, they argued, the like of the husband of a beautiful woman would 'not be worth the value of a mouse skin!' ...He schemed to take the life of this Bldi, to rob a woman of the company of her husband, whom through her bravery she had saved from death more than once. Anyone capable of such black-guardly actions might come out at night and kill me during my sleep. So let it be understood that every person in my dominion whether a Bldi, a Hottentot, a Griqua or anything else, is one of us. My home is his home, my lands are his lands, my cattle are his cattle, and my law is his shield...

There is thus that recurrent theme of cultural nationalism in the novel in reaction against colonialism. This assertion is relevant if the novel is further studied against the backdrop of the epic past of the Bantu people, which foreshadows the destruction of indigenous sovereignty, the loss of land, and the total subjugation of Africa by colonial powers. For as Tim Couzens puts it, *Mhudi* "... is a moral attack on the descendants of those who were welcomed to the land and helped by their hosts to drive off those who threatened it."

5. Conclusion

From the foregoing, it is clear that both Achebe and Plaatje have tapped from the historical resources of their societies and creatively apply them in reshaping the African cultural identity which has been made parlous by

colonialism. For as creative writers, they have both done extensive research into their individual cultures and come out with pioneering works that spear-headed the African cultural 'nationalism'. It is in the spirit that Charles Nnolim says of Achebe:

First, we must admit that Achebe is a careful researcher of his facts, which shows great intelligence, for no one has been able to complain that his depiction of Igbo society is distorted or falsified. Secondly, one must admit that it takes painstaking and diligent research to organize and bring alive such complex material. Thirdly, though Achebe is a great observer of Igbo cultural life, the evidence tends to show that his sources are not solely oral: Achebe did not write from personal observation alone, nor merely from a combination of personal observation and the great stories told him by his father and grandfather. He definitely made use of printed sources in writing...

And Tim Couzens notes of Plaatje thus: "It should be noted that *Mhudi* may owe quite a lot to Plaatje's own biography".

The above therefore justifies the fact that the writers under discussion employ historical ingredient to recreate and sharpen the subject matter of their works. Both writers have thus listened keenly, researched thoroughly and observed very well, events from African socio-cultural cum political history to produce literary classics that present Africa in its true cultural perspective.

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