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International Digital Organization for Scientific Research

ISSN: 2550-7966

IDOSR JOURNAL OF HUMANITIES AND SOCIAL SCIENCES 3(3): 27-43, 2018.

Effect of Corporate Governance on Organisational Effectiveness: A Survey of Some Selected Government Organisations in Anambra State, Nigeria.

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ABSTRACT

This study examined the effect of Corporate Governance on Organisational effectiveness: A Survey of Some Selected Government Organisations in Anambra State, Nigeria. Corporate organisations in Nigeria have witnessed nefarious/unethical practices in multifarious dimensions, such as neglect of practice of good corporate governance resulting from lack of accountability and transparency, lack of due process procedures, large-scale misappropriation of funds etc, which have resulted in poor service delivery and abysmal failure of government organisations. In this light, the study reviewed the relationship between corporate governance and organisational effectiveness in the areas of the level of accountability and transparency practised and the extent of compliance with due process procedures in the management of the selected organisations. This study examined six government organisations with a population of 2301, which was drawn from the management and workers and were reduced to a sample size of 330 using Taro Yamani's statistical formula. Primary and secondary sources of data collection were used and Kruskal Wallis Statistics was employed in the analysis. The findings revealed that there is a positive relationship between corporate governance and organisational effectiveness; the level of accountability and transparency practised have significant effect in the selected government organisations and there was little or no compliance with due process procedures in the management of the selected government organisations especially in the area of award of contracts. Based on the findings, the following recommendations were proffered: that government organisations need to improve and sustain the practise of accountability by ensuring that government officers account for their actions; to improve and sustain the practise of transparency by disclosing information for public access and scrutiny, to ensure strict compliance with due process procedures in the management of the selected government organisations by obeying the rules and regulations in advertisement and bidding process in the award of contracts to shun all forms of favouritism and nepotism in order to eradicate corporate failures.

Keywords: Corporate governance, organisation, effectiveness, due process.

INTRODUCTION

Corporate organisations around the globe have over the years, been bedevilled with the major challenge of poor corporate governance practices. This undoubtedly, has resulted in high profile corporate failures and organisational ineffectiveness. The practice of good corporate governance in Nigerian corporate bodies has been a

mirage as most organisations and their members are involved in nefarious/unethical individual and organisational practices such as lack of accountability and transparency, lack of compliance with due process procedures, corruption, large scale misappropriation of funds, and poor management style. Thus, this has put

the credibility and the image of these organisations in question, leading to public dissatisfaction, poor service delivery as well as stunted growth and wellbeing of these organisations.[1] opine that the practice of good corporate governance is a prerequisite for effective management of any organisation in the global market. Given the considerable attention to the issue of corporate governance in a highly competitive environment, [2], states that corporate governance enhances image and reputation of a company and makes it more attractive to investors, suppliers and customers of the company, which eventually ensures organisational effectiveness.

The evolving field of corporate governance over the last decade has gained popularity and interest of various scholars. These are academicians, legal practitioners, financial, non-financial agencies and other regulatory agencies, to initiate corporate governance reforms after the abysmal failure of Enron, WorldCom, Arthur Anderson in United States; Marconi in UK, Parmalat in Italy; Regal Bank, Leisure Net and Krion in South Africa, [3]. In the same vein, [4], state that there were several corporate failures due to poor corporate governance in Nigeria, notable among these corporations Anambra State Motor Manufacturing Company, Nigeria Coal Corporation, Cooperative and Commerce Bank, African Petroleum Nigeria Limited, and many new generation banks that could not pass through the recapitalizing process. In an attempt to ensure good corporate governance for the best interest of the citizenry and as

a yardstick for prosperity and economic growth, the Organisation for Economic Co-operation and Development (OECD) published principles for corporate governance in 1999, which were the first international code of good corporate governance approved by the government, [2]. These principles focused on both traded financial and non-financial companies designed to help government efforts evaluate and improve the legal institutions for corporate governance as well as provide guidance and suggestions for stock exchanges, corporations and other parties that have a role in the process of developing good corporate governance, [2]. Corporate governance entails adherence to internal and external corporate ethics in governance by ensuring prompt return of investment to all financial suppliers of the organisation, which keeps the business on track towards progress and overall development. Unfortunately, the reverse is the case due to poor corporate governance, [5], state that no company whatsoever can be too big financially or otherwise to fail if the practice of good corporate governance is jettisoned. However, the issue of corporate governance worldwide has continued to weaken despite tight regulatory framework put in place by various administrations aimed at making government organisations more viable, and result oriented, [6]. It is therefore against this backdrop that this study investigates effect of corporate governance on organisational effectiveness a survey of some selected government organisations in Anambra State, Nigeria

Statement of the Problem

The major reason for the establishment of government organisations is to implement government policies for service delivery to its citizenry and to enhance national growth and development. However, the reverse is the case in this matter.

To portray this point, the first identified problems are accountability and transparency. [7], stresses on the disregard of accountability and transparency on public organisations over the years. This shows that

accountability and transparency are indicators of good governance and without good governance, no amount of foreign aids can guarantee development in the society, [8]. [9], observes that Nigeria has operated a culture of political patronage where ruling elites relegate public accountability to the background and thus, has resulted in corporate failures.

Another pertinent issue is lack of due process procedures in the management of the government organisations. [10],

stress that the former President Olusegun Obasanjo, on assumption of office between (1999-2007) observed that the time-tested approach in management of public businesses had degenerated to an extent that public service rules, financial regulations, ethics and norms of the service were jettisoned as a result of sheer ignorance and selfish purposes.

Another striking issue has to do with institutionalised corruption. Corruption has become a global parasite that has not only eaten financial resources of nations but has deeply affected and stunted the growth and development of

Objectives of the Study

The broad objective of this study is to investigate the effect of Corporate Governance on Organisational Effectiveness a survey of some selected government organisations in Anambra State, Nigeria. The specific objectives of the study are as follows:

1. To examine the level of accountability practised in the operation of the selected government organisations in Anambra State.

Research Questions

1. To what level has accountability been practised in the operation of the selected

government organisations in Anambra State?

2. To what extent is transparency practised in the selected government organisations in Anambra State?

all sectors of the economy. [11] opines that institutionalized corruption has remained a widely accepted bane of poor corporate governance in public organisations. [12], state that Adelphia Communications Corporation in United States of America collapsed into bankruptcy in 2001 after disclosing \$2.3 billion in off-balance sheet debt because of internal corruption. [13], mention some institutions that were involved in this ugly situation in Nigeria as follows: African Express Bank, Nigerian Telecommunication Limited (NITEL), Nigercem Cement Factory etc.

2. To determine the extent of transparency practised in the selected government organisations in Anambra State.

3. To investigate the level of compliance with due process procedures in the management of the selected government organisations in Anambra state.

4. To proffer solutions to the identified problems.

Hypotheses

Hi

: The level of accountability practised in the operation of the selected government organisations has significant effect

Ho: The level of accountability practised in the operation of the selected government organisations has no significant effect.

Hi:2 The extent of transparency practised in the selected government organisations in Anambra State has significant effect.

Ho:2 The extent of transparency practised in the selected government

The Emergence of Corporate Governance

Corporate governance in Nigerian history has undergone three significant phases. These are pre-colonial, colonial and post-colonial phases. In the pre-colonial era, the concept of corporate

organisations in Anambra State has no significant effect.

Hi:3 The level of compliance with due process procedures in the management of the selected government organisations in Anambra State has significant effect.

Ho:3 The level of compliance with due process procedures in the management of the selected government organisations in Anambra State has no significant effect.

governance existed from antiquity, this long historical records dated back to the ancient times where tribal communes which supervised the activities of the tribes as well as individual members of

the tribe ensured conformity with the tribal norms. This tribal form of existence later developed to the level of agrarian communities whereby the concepts of family members were established and their activities monitored by the family councils, [13]. In the colonial era, before the independence, there existed the British colonial government, which imposed an Anglo-Saxon base system of corporate law and regulation on the country, [14]. [13], state that during the post Christ period, the traders from Europe especially the Portuguese and the Dutch improved their navigation vessels and explored the known expanse of the earth that gave rise to global trading entities which reported to the Kings, and this, marked the beginning of corporate governance. At the 16th century, England, the most powerful trading nation formed a variety of regulation and regulatory authorities such as joint stock companies and Bank of England to govern all trading activities on the platform of accountability, efficiency/effectiveness and stakeholders' satisfaction. [15], state that after independence, the Nigerian government replaced the Companies Ordinance of 1922 with the 1968 Companies Act, which was modelled on the UK Companies Act of 1948. This implies that, all the Nigerian existing reforms in law and legal operating system and framework for corporations are fashioned towards the Anglo-Saxon model for lack of development. Consequently, there were failures by the

Meaning of Corporate Governance:

Corporate governance in the opinion of [22], in [13], is the manner in which corporations are directed, controlled and held to account with special concern for effective leadership of the corporations to ensure that they deliver on their promise as the wealth-creating organ of the society in a sustainable manner. Corporate governance is an internal operational mechanism, such as human, material, legal and environmental elements, which centres on the nature and extent of accountability, transparency, integrity that decrease the conflict that exists between the principal and the agent in an organisation for organisational effectiveness. Corporate governance is

government to traditionally deal with the problem of company law and legal system from the perspective of the socio cum political environment of the country, [16]. However, inspite of all these reforms, there existed corporate failures in both financial and non-financial sectors in the country and this ugly situation led the government to take a bold step in initiating the corporate governance evolution, [17]. The Global interest among researchers, government and non-governmental agencies on corporate governance was aroused in 2008 after the colossal failure of many institutions in the world because of fraud and poor management. Corporate Governance as a concept emanated in the year 1970 in the United States of America, [18] in [19]. Following the collapse of Enron and Arthur Andersen in the United States and United Kingdom such as Marconi, Parmalat in Italy, Regal Bank, Leisure Net, Kriion in South Africa and many others, corporate governance became increasingly more important all over the world, [19]. [20], opines that corporate governance gained prominence in the 1980s because of global stock market crashes experienced and failure of some organisations because of poor corporate governance practices. [21], state that the collapse of more corporate organisations in different parts of the world in 1980s brought a change of attitude towards higher performance expectations by ensuring good corporate governance.

the processes by which managers provide leadership and direction, create enabling climate and link systematize collaborative efforts to work groups, [23] in [13]. This entails setting out strategic goals and ways of achieving them by involving the best most skilled and talented people to guide and evaluate operations, incentivizing hard work and good performance to promote overall growth and development. Corporate governance structure specifies the distribution of rights and responsibilities among different stakeholders in the organisation such as the board, managers, shareholders, employees etc and spells out the rules and procedures for making decisions on

corporate affairs. By doing this, it also provides the structure through which the companies' objectives are set and the means of attaining these objectives and monitoring performance, [24] [25]. From the foregoing, features of corporate governance are:

- It is a combination of structures and processes. It has internal and external mechanism

- It operates in the relationship of both governmental and non-governmental agencies,
- firms, citizens and other regulatory agencies.
- It is aimed at ensuring accountability and transparency
- It is aimed at ensuring effective and efficient service delivery.

**Table 1 Independent Variables
Dependent Variable**

Corporate Governance:
Accountability:
 * Financial compliance. *
 Participation
 * Accountable/Answerable.
 *Responsibility.
 * Evaluation.
Transparency:
 * Accurate and timely release of information
 * Openness to public assessment
 * Beneficiaries Involvement/in decision making
 *Disclosure of Reports/materials.

Due Process Procedure
 Policies
 Rules. Regulations.

Organisational Effectiveness
 *Efficiency
 *Maximum Productivity
 *Growth
 *Profitability
 *Cost Reduction
 * Sustainable Corporate Advantage

Effectiveness

The effectiveness of any organisation is highly dependent on the skilled, competent, dynamic and motivated workforce to transform inputs to outputs for service delivery. In [26], organisational effectiveness takes its desired end-point sustainable and self-renewing outcomes. This requires a shift in mindset and practice with respect to organisational change, towards one based on authentic mutuality. This suggests that for organisation to have a desired end there must be a detailed starting point developed by the organisation and consistency in doing the right thing to achieve a desired goal. The self-renewing and organisational change elements are the keys to achieving organisational developmental strides through innovations, adaptations and adjustments that lead to organisational effectiveness. [27], state that effectiveness of the organisation depends on the three basic performance determinants which include: (a) **Efficiency**, (b) **Human resource relation**, (c) **Environment**.

(a) **Efficiency:**This refers to judicious use of resources budgeted for a particular work in an organisation. Efficiency entails that people use resources to carryout responsibilities at a minimised cost. This no doubt, will help an organisation to offer products and services at reduced rates than other competitors and at the same time ensure high turnover and profits.

(b) **Human resource relation:** This refers to co-operation, collective identification, trust and leadership that exist within the organisation to ensure optimum performance. The actualisation of every pre-determined objective of an organisation is dependent on mutualism of interests and co-operation, which is the force that drives organisations in every sector of the economy. Organisation realizes its objectives only when individuals are willing to relate and contribute their skills and efforts in a package of production processes. [28].

(c) **Environment:** Organisation exists within a certain external contexts or environments that facilitate or impede

their performance. This regulatory environment, be it political,

social, economic or cultural settings affect the work organisation does or how organisation does its work, [29]

Accountability and Transparency

[30], refer accountability as the ability to furnish satisfactory analyses and explanation, of one's actions in the process of discharging one's responsibilities at all levels, whether technical, administrative, political, financial or otherwise. Accountability implies that individuals, public and private service organisations take responsibilities of their policies, decisions and actions in conformity with the laid down rules and obligations to ensure good reporting on the results of their performance within their stipulated tenure in office.

Transparency: [31], define transparency as an official business conducted in substantive and procedural information available to and broadly understandable by people and groups in society, subject to reasonable limits protecting security and privacy. [32], asserts that transparency is integral to corporate governance, higher transparency reduces the information asymmetry between firm's management and financial stakeholder's, militating

“ Not only were the accounts of the last five years of Military rule not available as at end of the last millennium, the account that were rendered cannot be regarded as reliable because there is no relationship between the figures given by the Central Bank and Ministry of Finance.

[36] states that contracts are highly inflated in most public organisations, such as: building of roads, electricity, pipe borne water etc in their actual costs. In execution, inferior quality materials are used, fraction of the money released is used whereas the

Due Process Procedures

Government organisations in Nigeria have been grossly abused due to lack of due process procedures, favouritism and nepotism, which have resulted in poor service delivery. [37], in [36] opine that this no doubt, from all indications, has undermined developmental stage of the country, induced widespread corruption that led to ineffectiveness and colossal failure of public corporations. [37], sees Due process as a systematic method of adherence to strict compliance with openness,

the agency problem in corporate governance. Transparency entails that information is made available and accessible in an appropriate manner to people who are involved or will be affected by the enforcement of such decision in order to satisfy the interest of the targeted group.

Accountability and transparency have severely been interfered with by the public officers in government organisations through misappropriation and siphoning of government funds. [33], opines that public accountability during the military regime in Nigeria was at the lowest ebb and public money were disbursed at will without the knowledge and due recourse to the then Minister of Finance. Stressing the point, [33], , [34], maintain that the then Minister alleged that he discovered US\$450 million withdrawal from the Central Bank between January and May 1998 after the death of the then Military leader. Also, [35], substantiated the infactivity of public accountability by saying that:

bulk of the money has gone into the pockets of the contractors and their accolades. The implication of this is that money meant for accomplishing numerous projects can only build one, thereby reducing the rate of economic growth and development in the nation.

competition and cost accuracy rules and procedures that should guide contract awards. [38], [39], in [40], state that Due Process is geared towards infusing the needed fiscal discipline and sound economic principles to ensure transparency, accountability and rebuild public trust in governance by attacking the much abused processes in the past. In the opinion of [41], Due process is ensured in order to enjoy the following merits:

- Recognition of only competent contractors for bids;
- Elimination of intermediaries i.e. contract consultants;
- Re-instatement of rightful contract winners formerly denied contract;
- Restoration of confidence of contracts
- Elimination of corruption culture
- Creation of massive savings; and
- Improvement in government revenue collection units.

The instrumentality of due process is meant to bring sanity, carry out functions like regulating and setting standards to enforce harmonized bidding and tender documents; formulation of general policies and guidelines on public sector procurement

and upholding professional ethics and reporting erring personnel amongst other statutory functions, BMPIU. It is sad to note that, lack of competition in project procurement has incapacitated this effort, hence leading to high cost of projects, and where advertisement was made, the applicable rules were tilted in favour of a predetermined winner, [42]. [43], stress that personal bias of some government officials hinder the smooth operation of laid down rules and regulations. This is evident in shoddy jobs such as deteriorating private and public buildings, poor market buildings and others [44].

Regulatory Framework

Regulatory framework refers to the rules and regulations that set the standards of acceptable conducts of operations within an organisation, which reflects on the image of the firm and what the public considers as good and appropriate. Apart from the fact that Nigeria derived her legal framework from British Common Law and similar commercial codes, main statute regulating corporate organisations known as Companies and Allied Matters Act (CAMA) 1990, which replaced the Companies Act of 1968. There are also several codes, such as Code of Best Practices on Corporate Governance in 2003, issued by the Securities and Exchange Commission (SEC). The Code of Corporate Governance for Banks in Nigeria Post-Consolidation 2006 issued by the Central Bank of Nigeria (CBN), the Code of Corporate Governance for Insurance Industry in 2009, by the National Insurance Commission (NAICOM). The 2003 SEC code reviewed enforce compliance.

Theoretical Framework

The theory that upholds this study anchored on the Principal/Agency Theory. Principal/Agency theory constitutes the dominant theory and the basis for corporate governance establishment. The theory was developed from the works of [8], [12], as the relationship that exists between the principals and the agents towards achieving a set out goal. [16] in [13], opine that agency theory suggests that corporate firms are viewed as a nexus of

and posted to SEC website in 2010 and as well as the Financial Reporting Council Act No 6 introduced by the Federal Government with the aim of improving corporate financial reporting practises in Nigeria, [45]. Also, the Nigeria Enterprises and Promotion Decree 1989, Prices and Income Board 1977, Patent and Designs Decree No 60 of 1977, Workman's Compensation Act of 1987, Nigerian Deposit Insurance of 1985. Nigeria Stock Exchange (NSE), Corporate Affairs Commission, National Agency for Drug Administration and Control (NAFDAC) and others aimed at ensuring accountability and transparency by the board of directors and as well as maintain true and fair view of the enterprise affairs, [26].

However, in spite of these plethoras of laws to guide the operations of business entities in Nigeria, business transactions of corporate organisations have not fared well because of poor corporate governance and lack of commitment to

contracts (closely defined) between resource holders, that an agency relationship arises wherever one or more individuals, called principals, hire one or more other individuals called agents, to perform some services and then delegate decision-making authority. The scholars both opine that, the primary agency relationships in business are those (1) between stockholders and managers and (2) between debt-holders and stockholders.

These relationships are not necessarily harmonious; indeed agency theory is concerned with so-called agency conflict among other things, corporate governance and business ethics. [4], [10], state that there exists conflict of interests between the owners of an

Tenets of the Theory

In the opinion of [10], [5], [9], [11] the theory is built on the following foundations:

i. Employment Contract: This refers to the stipulated agreement reached between both parties and the compensation for that performance which has to do with the major method of restructuring incentives based on the quality and quantity of the employees output. These include salespersons with remuneration as commission, production workers with hourly wage, while office workers receive monthly salary.

ii. Performance evaluation: Performance is measured to ascertain the quality and quantity of efforts employed and the results obtained which will determine actual payment of an agent or an employee in an

Application of the theory to the study

In application, corporate governance is a global and relative concept involving the public and the private sector economy in its administrative, political, social cum economic environment. The theory therefore suggests, effective communication, compliance with rules and regulations, practical independence of management and the owners in its jurisdictional responsibilities to ensure effective service delivery in government organisations. However, a link to the principle of separation of powers and autonomy among the three levels of government, will enhance checks and and excellence,[19].

Empirical Review:Corporate governance and Organisational Effectiveness

[20], examined effect of corporate governance practices on the performance of government organization in Nigeria and found out that there is a relationship between corporate governance and the performance of corporate governance regulatory agencies. Further study reveals that corporate governance mechanism in Enugu state government establishments do not conform to

enterprise and the management. This inefficiency and pursuit of personal interests at the expense of enterprises' interest, is because of lack of market discipline, lack of effective monitoring and poor corporate governance.

organisation. This represents an essential ingredient for management decisions such as merit pay increases, promotions, trainings, layoff etc, which invariably, become critical factors on the employees future prospects and the organisation, [13].

iii. Conformance: This implies linking together two main functions: the external focus and internal focus.

External focus: includes compliance with legal and regulatory requirements, accountability to shareholders, meeting audit, inspection and reporting requirements. **Internal focus:** includes appointing and rewarding, supervising and monitoring management performance and risks to ensure adequate control, [8] [16].

balances, effective evaluation, and monitoring. In the area of conflict of interest over divergent interest between the principal and agent, it can be seen that public organisations are at risk because the top senior officers cut corners for personal gains. The government agencies therefore are set to monitor management and ensure their compliance in furthering the organisation's objectives, [3]. Application of the theory to government organisations will evolve business communication

regulatory standards. [18], studied Good corporate governance and organisational performance and discovered that good corporate governance practices would enhance company's transparency, accountability and improve firm's profitability. [4], examined corporate governance and organisational performance in the Nigerian Banking Industry and revealed a positive relationship between

corporate culture and organisational effectiveness as corporate culture encompasses mixture of values, communications and explanation of behaviour that provides guidance to people. [21], examined corporate governance practices in Nigeria and South African and found out that institutional shareholders are more active in South Africa than in Nigeria and shareholders association in South Africa are not active compared with that of Nigeria. [7], studied effect of corporate governance on the performance of Jordanian Industrial

companies and revealed that a company's good corporate governance practices reflect in enhancing the firm value and its company's performance. [11], studied impact of corporate governance on firms 'profitability and discovered a significant positive relationship between corporate governance mechanisms and firms 'profitability; also the higher the level of board characteristics, audit committees, board independence, size, growth and profit variability, the higher the firms 'profitability.

Summary of Review

In summary, from the review of the related scholars, corporate governance in the Nigeria context has been an optical illusion because of unethical corporate behaviours, self-centeredness, institutionalized corruption, misappropriation of funds, lack of accountability, transparency, which

invariably have resulted in abysmal corporate failures and poor service delivery. Practice of good corporate governance in public organisations will help in enhancing corporate integrity, accountability, transparency and organisational effectiveness

Gap in Literature

Previous articles have been revealed on corporate governance and organisational effectiveness in Nigeria and in Diaspora, noting its effects, challenges and consequences. However, there are limited studies/discoveries on the level of accountability and transparency practised, due process procedures and

regulatory framework that have resulted in poor service delivery and high profile corporate failures in government organisations in Nigeria. However, none has existed with special focus on the selected government organisations in Anambra State. This lacuna therefore is what this study intends to fill.

METHODOLOGY

The researcher adopted survey and documentary method of research design. A survey research design is a method of data collection based on the observation in their natural setting by eliciting information through

questionnaire from a representation sample, called respondents [5]. In using documentary design, secondary sources of data on related study comprising journals, books, internet resources were used to enhance its validity.

Sources and Method of Data Collection

The data used for this study were namely: Primary and Secondary Sources of data.

Primary Source of Data: The primary source of data was obtained using questionnaire, to elicit information from the respondents. and internet materials.

Population of the study

The population was drawn through simple random sampling technique from the management and workers of

Secondary Source of Data: The researcher obtained secondary sources of data from various textbooks, magazines, journals, unpublished books

the government organisations. The population is 2301 people.

Table 2: Population Distribution Table

Some Selected Government Establishment In Anambra State, Nigeria.	Population	Percentage (%)
Anambra State Housing Deve. Corporation	431	19
Anambra State Development Services	360	16
Anambra State Home Ownership Company	310	13
Anambra State Investment Promotion and Protection Agency	300	13
Awka Capital Development Authority	500	22
Transport Company of Anambra state	400	17
Total	2301	100

Source: Field Study 2018.

Sample Size and Sampling Technique

Sample is a fraction or segment of the total population whose characteristics is used to represent the entire population,

[10]. The researcher applied Yamani (1960:180), formula, to help reduce the figure to manageable size.

Validity of the Measuring Instrument

A pilot test was employed which entails trying out the entire aspect of the study, analysis and procedure carefully followed to ensure that each item has a link to the objectives of the study and that all items cover full range issues

being measured. The researcher distributed, collected and evaluated the scored questionnaire one by one. Out of the 20 respondents considered for the pilot study, the correct scored questionnaire was 16 or 80%.

Reliability of the Instrument:

This is a process of obtaining information to determine the degree to which a subject will yield similar result overtime, under different conditions, [3]. The researcher employed the test-retest technique. Thus, the constructed questionnaire was distributed to 10 people different from the pilot sample group but having the same characteristics with the main group of the study. After five days of collection, the researcher shared the same instrument to the same group numbering 1-10. Thus, 1-10

respondents received the copy-marked 1-10, until 10 receive number 10 copy of the questionnaire. Questionnaire was collected for the second time. The researcher compared the two and discovered that the responses for the two sets of questionnaire were consistent. The researcher claimed that the instrument was reliable. A Pearson's correlation was computed to assess test-retest reliability of the instrument, $r(10) = 0.89$. This indicated that there was good test-retest reliability.

Method of Data Collection

The researcher employed a face-to-face system of distribution which is a qualitative method adopted and developed by social researchers. Discourse Analytical Method was

employed and Kruskal Wallis Statistics were used for the three hypotheses and the study was tested at 0.05 level of significance.

Presentation, Analysis and Interpretation of Data

This section is presented according to the three guiding hypotheses. Our findings and further discussions were

based on quantitative analysis represented by Kruskal Wallis Statistics, five point scales (likert scale), supported

by qualitative analysis based on the journals, textbooks internet materials and documents from other secondary sources.

Research question one

To what level has accountability been practised in the operation of the selected government organisations in the Anambra State?

Research Hypothesis One:

Table 3 Respondents' responses on level of accountability practised in the selected government organisations and Kruskal Wallis One Way ANOVA Test.

Level of accountability practised in the operation of the selected government organisations in Anambra State, Nigeria.		SA	A	NI	D	SD	Mean Rank	Kruskal Wallis statistic	P value
Management/workers account for funds released for the operation of the organisation.	F	215	89	5	10	8	460.69	16.134	0.001
	%	65.7	27.2	1.5	3.1	2.4			
The organisation carries out regular financial reporting.	F	208	75	14	12	18	400.44		
	%	63.6	22.9	4.3	3.7	5.5			
Resources allocated for projects and programmes are properly utilised in the organisation.	F	199	86	10	20	12	391.37		
	%	60.9	26.3	3.1	6.1	3.7			
Shareholders/investors receive adequate returns on their investment as at when due.	F	210	12	14	65	26	400.00		
	%	64.2	3.7	4.3	19.9	8.0			
The organisation uses effective internal control to monitor financial operations.	F	169	20	10	86	42	391.30		
	%	51.7	6.1	3.1	26.3	12.8			

Interpretation: Kruskal Wallis Statistic= (16.134). P. Value = (0.001).

Since the (P. Value) is 0.001, which is less than (.05); the null hypothesis is rejected and the alternative hypothesis is accepted. Thus, the level of accountability practised in the operation of the selected government organisations in Anambra State has significant effect.

The most significant level is that "Management and workers account for funds released to them for the operation of the organisation. [6] state that effective and efficient accountability in financial control on government organisations, spurs up an implicit drive towards attaining organisational maximum productivity, service delivery and economic development of a nation. For example, Anambra State Housing Development Corporation between 2013 and 2018 has acquired enough landmass, developed housing estates, such as New-Haven Estate located at Ngbakwu Road, Ngozika Estate Phases 1 and 2, Rock land Estate, Obinwanne Estate close to National Television Authority Awka, in Amawbia. Liberation

Estate, alongside Onitsha-Express Road, Savannah Estate Phases 1 and 2 in Isiagu alongside Amanshe Road, New-life in Umuawulu and others. However, Anambra State Investment Promotion and Protection Agency, recorded giant growth and achievement in their operation, for example, being one Stop Service Centre by assisting in creating enabling environment for government organisations to thrive. This is evident in the educational sector, since 2013 until date, Anambra State has maintained an enviable position in the overall WAEC/SSCE results. The flag-off of the construction of the international cargo airport at Umueri occasioned the necessity for International Airport and Ancillary Projects, refinery at Nsugbe, a river port in Onitsha and other businesses that can enhance and facilitate the activities of an excellent Airport. Waste to Wealth Project, which earns considerable income converting tons of waste collected daily by Anambra State Waste Management Agency (ASWAMA) to fertilizers, textiles

and other useful products. In addition, Resorts and Theme Parks, which has helped in upgrading Natural tourism site like Ogbunike cave, the owerre-Ezukala cave and waterfall. Thus, Anambra State Home Ownership Company specialises in private estate development. They

Research question Two

To what extent is transparency practised in the selected government organisations.

Research Hypothesis Two:

Extent of transparency practiced in the selected organisations in Anambra State.		SA	A	NI	D	SD	Mean Rank	K. W. S.	P value
The organisation publishes its reports and information for public access.	F	211	85	9	35	17	525.91	3.445	0.000
	%	64.5	26.0	2.8	10.7	5.2			
The organisation provides complete information to its members and / shareholders.	F	96	22	10	80	119	219.26		
	%	29.4	6.7	3.1	24.5	36.4			
The organisation disseminates information in a timely manner.	F	169	95	6	30	27	507.33		
	%	51.7	29.1	1.8	9.2	8.3			
The organisation provides equal treatment by ensuring that superior access of information is given to those concerned at the same time.	F	164	90	10	26	37	507.00		
	%	50.2	27.5	3.1	8.0	11.3			
Beneficiaries of a particular decision are adequately involved in the decision making process in the organisation.	F	94	23	5	80	125	219.30		
	%	28.7	7.0	1.5	24.5	38.2			

Interpretation: Kruskal Wallis Statistic= (3.445). P. Value = (0.000).

Since the (P. Value) is 0.000, which is less than (.05); the null hypothesis is rejected and the alternative hypothesis is accepted. Thus, the extent of transparency practised in the operation of the selected government organisations in Anambra State has significant effect.

The most significant level is “That the organisations publish their reports and information for public access. [31], emphasizes on the integral part of transparency to corporate governance. Stating that higher transparency reduces the information asymmetry between firm’s management and financial

Research question Three

To what level has due process procedures been complied with in the management of the

invest and develop rural/ remote areas with private, public investors and shareholders. In addition, facilitating and providing digital solutions for effective management of land/housing in rural/urban areas.

Table 4: Respondents’ responses on the extent transparency is practiced in selected government organisations and Kruskal Wallis One Way ANOVA Test.

stakeholders’ militating the agency problem in corporate governance. This has fostered and sustained confidence among the various organisations. For example, the visit made to Anambra State Housing Development Corporation during this study revealed that an officer was acquitted by the Independent Corrupt Practices Commission (ICPC) for his transparency. In addition, Anambra State Investment Promotion and Protection Agency Bulletin (2015), records that Anambra State ranked the most transparent and accountable State by the International Public Sector Accounting System (IPSAS).

selected government organisations in Anambra State?

Research Hypothesis Three:**Table 5:** The level due process procedures have been complied with in the management of the selected organisations and Kruskal Wallis One Way ANOVA Test.

Level of compliance with due process procedures in the management of the selected organisations in Anambra State.		SA	A	NI	D	SD	Mean Rank	K.W.S.	P value
Management follows rules and regulations while advertising projects to be implemented in the organisation	F	20	16	3	78	210	425.29	5.431	0.750
	%	6.1	4.9	0.9	23.9	64.2			
Management practises open competitive bidding process in the award of contracts.	F	25	18	15	70	199	380.29		
	%	7.6	5.5	4.6	21.4	60.9			
Management relates project proposals to the organisational justifiable needs.	F	28	34	6	99	160	403.42		
	%	8.6	10.4	1.8	30.3	48.9			
Management prefers to pursue new projects instead of completing the existing ones in the organisation.	F	139	98	38	31	21	423.00		
	%	42.5	30.0	11.6	9.5	6.4			
Management prioritises and harmonises projects to be pursued among ministries in the organisation.	F	68	99	16	26	118	402.21		
	%	20.8	30.3	4.9	8.0	36.1			

Interpretation: Kruskal Wallis Statistic= (5.431). P. Value = (0.750).

Since the (P. Value) is 0.750, which is greater than (.05); the null hypothesis is accepted and the alternative hypothesis is rejected. Thus, the level of compliance with due process procedures in the selected government organisations in Anambra State has no significant effect. The most insignificant level is that "Management does not follow rules while advertising projects to be implemented in the organisation. [7], opine that Chief Olusegun Obasanjo, former president of the Federal Republic of Nigeria (1999-2007) observed with dismay that the Public Service Rules, Financial Regulations, Ethics, and Norms of the Service were jettisoned either due to sheer ignorance or for selfish reasons. [23]. Bureau of Public Procurement [16], also reveal that before May 29, 1999,

Nigeria lost an average of Forty Billion Naira about (267million USD) annually through all kinds of manipulations of the procedure for award of public contracts [28]. These manipulations in [16], were inflation of contract cost to divert public funds to private pockets, award of contracts for non-existing projects, use of inexperienced contractors, award of contracts to close acquaintances due to lack of advertisement and competition, and above all, award of contracts without project scope definition and budgetary provisions. [6], states that the situation was so bad that the contractors were sometimes allowed the freedom to determine the size, scope, cost and mode of payment that were funded from public treasury,[7].

FINDINGS

1.From the results, table one indicated significant relationship between corporate governance and organisational effectiveness. This

revealed that the extent of accountability practised in the operation of the selected government organisations has significant effect,

because the resources released to management/workers for the operation of the organisations were effectively accounted for and this enhanced maximum productivity with 65%.

2.The study revealed that the extent of transparency practised has significant effect because the organisations publish their reports and information for public access. This enhances trust, confidence, corporate relationship and teamwork, which improved organisational effectiveness with 62%.

3.The level of compliance with due process procedures in the management

RECOMMENDATIONS

1

.There is need for the selected government organisations to improve and sustain the practise of transparency for organisational effectiveness by ensuring that individuals or corporate bodies account for their actions or decisions.

2.There is need for management/workers to improve on transparency in their practises and as well as sustain it by disclosing organisational information and reports for public access and scrutiny; noting that transparency eradicates ugly vices

of the selected government organisations in Anambra State has little or no significant effect with 64%. The most insignificant level is that "Management does not comply with rules while advertising projects to be implemented in the selected organisations. Thus, the implication of this ugly situation is that a negative compromise is usually stuck between mediocrity and meritocracy, which, results in shoddy works, project abandonment and abysmal corporate failures.

of favouritism and nepotism that characterise government organisations in order to enhance organisational effectiveness.

3.There is need for the management to adhere strictly to due process procedures in the management of the selected government organisations by complying with rules and regulations in advertisement and practise open competitive bidding process in the awards of contracts to ensure execution of quality projects in the selected government organisations.

CONCLUSION

Corporate governance in today's corporate organisations is strategically designed to economically and socially bridge the gap that exists between well-structured and not structured organisations, mediocrity and meritocracy in both private and public organisations. This is to ensure that all parties such as the management, shareholders and employees interests' are adequately protected. Regrettably, it is sad to mention that most government organisations are mere shadow of themselves due to poor corporate governance practises. This therefore explains why service deliver is

both a myth and mirage in government organisations even after many years of reforms, ethical codes and regulatory standards put in place by the government. However, there is no gain saying that with strict adherence to aforementioned recommendations of this study, these anomalies would be corrected to enable government organisations to enforce the practise of good corporate governance in Anambra State government organisations and in Nigeria as a whole.

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