

The impact of value-based leadership and corporate governance on organisational performance: a study of some selected firm in south-east Nigeria

Muogbo Uju. S.

Department of business administration anambra state university igbariam campus

ABSTRACT: *This paper, the impact of Value-Based Leadership (VBL) and Corporate Governance (CG) was undertaken to find out if there are relationships between Value Based Leadership, Corporate Governance and Organizational Performance. The sample for this study consisted of people in managerial level of listed corporations located in five major South Eastern states in Nigeria (Anambra, Abia, Imo, Enugu, Ebonyi state). The Methodology used in the study was selection of 100 respondents from Insurance firms, Manufacturing and reputable banks in five south eastern states. Questionnaires were administered to the respondents using simple random sampling technique.*

The specific objective of this study is to identify the level of practice of Value Based Leadership and Corporate Governance among assessed organizations. In order for the study to achieve its objectives, the research was guided by research questions and hypothesis. The data gathered were analyzed electronically by Factor Analysis method with SPSS package.

The analysis of the result shows that there is a strong positive coefficient of correlation between Value Based Leadership and Organisational Performance. The study recommends that there are need for organizations to place greater emphasis on Value Based Leadership and Corporate Governance in planning for their short-long term corporate performance and corporate existence. This demand increase in leadership training, implementation of best practices and zero tolerance to corruption, good staff compensation and effective control processes/ structure put in place in organization.

Similarly, both private and public sector change programs should be directed to carry the people in the entire system or organization along.

Keywords— *Value Based Leadership, Organisational Performance, Corporate governance, corruption, weak legal framework.*

I. INTRODUCTION

Background of The Study

Values and ethics are at the heart of organizational behavior and leadership. It is becoming increasingly apparent that the full integration of ethical standards into business practice is not only preferable, but also necessary for long-term organizational survival (Parry and Proctor-Thomson, 2002). Especially, in terms of leadership and management, Value Based Leadership (VBL) discussion has evoked the role and importance ethics and values in leadership (Graber and Osborne Kilpatrick, 2008; Buchko, 2007; Mussig, 2003; Pruzan, 1998). Scandals throughout corporate America and Europe have encouraged many organizations to seek leaders who can sustain profitability and embody ethics and positive values within the organization (Reilly and Ehlinger, 2007). At the bottom level, the scandals in which CEOs and other top leaders demonstrated a severe lack of ethical conduct in businesses have also demonstrated enormous impact on leaders of their organization, through their direct actions as well as creating a climate that sanctioned ethically questionable practices (Grojean et al., 2004, p. 224). Indeed, the challenge to operational values and ethics is not the problem only for large organizations, but also for professional, as well as, production and service-oriented organizations.

This research attempts to elaborate the impact of value based leadership and corporate governance and factors that help clarify potential challenges of the values-based leadership. By identifying the challenges of the VBL, we could contribute to more precise content domain for the VBL itself and to develop its ways to overcome difficulties that leaders face in practice.

Statement Of Research Problem

Value Based Leadership and Corporate Governance have been neglected in this nation; Nigeria, accountability and good governance have also been down played. It is however believed that the recklessness of the public sector workers in areas of Leadership, governance and financial accountability is attributable for this

worrisome situation. Essentially, this study would focus on VBL and good governance in the public and private sector organisation and correlate findings with their performance. Corruption such as indiscipline, drug abuse, bribery, insecurity, kick-backs, gratification, weak legal framework, crimes of all sorts has been on the increase for lack of VB leaders who should be pace-setters for others.

Weak Corporate Governance was seen manifesting in form of weak internal control system, excessive risk taking, override of internal control measure, absence of or non-adherence to limits of authority, absence of risk management process, insider abuses and fraudulent practices remain worrisome features of public sector (Soludo, 2004).

It is in the light of the above problems that this research work studied the impact of Value Based Leadership and Corporate Governance on Organisational Performance and tries to identify the level of practice of VBL among assessed organisation. This study intends to identify factors responsible for inability of Nigeria to fully improve on good governance vis-à-vis Value Based Leadership in organizations geared towards improving on organizational performance. The above issues underline the rationale for this study and it is expected that the outcome will provide strategies for establishment of frameworks for short-term, medium term and long-term plan of action for organizations that would not only exist for generations but would also improve continuously on its organizational performance.

Objectives Of The Study

- To identify the level of practice of Value Based Leadership amongst assessed Organization.
- To identify the existence or not of a relationship between value based leadership and organizational performance in Nigeria despite the huge level of corruption.
- To ascertain the poorest and best ranked Corporate governance components within the assessed organization.

RESEARCH QUESTIONS

1. Has the practice of Value Based Leadership been assessed amongst organizations?
2. Has there existed any relationship between VBL and Organisational performance in Nigeria?
3. Have there been any criteria to rank the poorest and best Corporate governance components within the assessed organization.

Based on the research questions the following hypotheses were formulated for testing.

Statement of Hypotheses

1. Ho: Assessment of companies is dependent of their commitment to Value based leadership or Corporate governance in Nigeria.
2. Ho: There is no significant relationship between VBL and organizational performance.
3. Ho: The poorest and best ranked Corporate governance components within the assessed organization has not been ascertained.

Justification of The Study

The essence of this study is encapsulated in the review of the past and current efforts made in Nigeria to improve the governance of organizations and value based leadership all aimed at improving organizational performances in the private and public sectors.

The study therefore, attempts to identify the quality of value based leadership that exists in the private sector organizations and the corporate governance standard and relate this to organizational performance. The findings of the study will be of immense benefits to all stakeholders in organizations both in the private and public sector and will serve as a guide towards formulating measures to promoting Value Based Leadership and good Governance in organizations.

It could also be used by educational and training institutions as a base for planning induction programs and new and further research studies. Importantly it is hoped that research findings would serve as a reference to scholars' worldwide because of the dearth of studies on leadership and corporate governance in this part of the world.

II. LITERATURE REVIEW

Value Based Leadership is defined as a relationship between an individual (leader) and one or more followers based on shared strongly internalized ideological values espoused by the leader and strong follower's identification with these values. Ideological values are values concerning what is morally right and wrong. Such values are expressed in terms of personal moral responsibility, altruism, making significant social contributions to others, concern for honesty, fairness and meeting obligations to others such as followers, customers or

organizational stakeholders. From management perspectives, Values are seen as the underlying attitudes and beliefs that determine individual behavior, both personnel and leaders (Trevino and Brown, 2004, p.75). This view largely explains the fascination many leaders have with the concept of shared values. VBL refers broadly to leadership based on foundational moral principles or values such as integrity, empowerment, and social responsibility (Reilly and Ehlinger 2007, p.246). VBL operates in several directions in intra organizational relations.

Linking Corporate Governance with Economic Growth

Here we examine how the effectiveness of corporate governance practice may be mediated by a different but important category of contingencies, namely the resources and capabilities that shape firms' interdependences with different organizational environments (see O'Sullivan 2000). As such, we examine how corporate governance operates within the parameters of the organization, its internal and external resources, and strategy. One aspect on resource related contingencies is grounded in the resource-based view of the firm which takes into account the internal capabilities of the firm, such as skills, knowledge, and information (Barney 1991; Mahoney and Pandian 1992; Peteraf 1993). For example, corporate governance may play an important role in internal coordination and the motivation of critical employees, depending on the nature of skills and knowledge that are critical for a firms' competitive advantage. Much literature in strategy has stressed the tacit knowledge (Penrose 1959; Grant 1996) or information (Itami and Rochl 1987) in influencing competitive advantage. However, newer literature argues that corporate governance practices are likely to shape firms' internal capabilities and routines. For example, Zahra and Filatotchev (2004) show that corporate governance in a knowledge-intensive entrepreneurial firm can be used strategically, as a means to develop and supplement existing knowledge and experience of the original entrepreneurs by acquiring and exploiting externally generated knowledge and experience. A further aspect of resource related contingencies comes from the resource dependency theory, which suggests that firms will respond to demands made by external actors or organizations upon whose resources they are heavily dependent, but also that organizations may seek to buffer against or minimize that external dependence (Pfeffer and Salancik 1978). For example, the degree and nature of external finances is likely to influence the demands placed on corporate governance for transparency or independence. Meekss et al., (1995) find different patterns of disclosure contingent on firm size, debt-equity ratios, country of incorporation, and international listing.

2.1 THEORETICAL FRAMEWORK:

Theoretically the leader motive profile is predictive of managerial effectiveness under conditions where leaders need to exercise social influence in the process of making decisions and motivating others to accept and implement decisions. In formal organizations, these conditions are found at higher levels and in non-technical functions. Theories that are necessary for this research work are Path-Goal Theory of Leadership, Dissonance Theory and Competing Values, and Equity Theory.

Path-Goal theory of leadership: The essence of path-goal theory is that leader behaviours will be effective when such behaviors complement formal organizational practices and the informal social system by providing direction, clarification, support and motivational incentives to subordinates, which are not otherwise provided (House, 1971: cited in House, 2006). According to the 2006 version of path-goal theory, leaders who give approval and recognition of subordinates, contingent on performance and in a fair manner, will clarify expectancies of subordinates concerning work goals and rewards, and will effectively motivates subordinates. This theory also predicts that leader consideration toward subordinates provides the psychological support subordinates require, especially in times of stress and frustration.

Theoretically, directive leader behavior will be dysfunctional and participative leader behavior will be functional when subordinates are highly involved in their work, perceive themselves as having a high level of task related knowledge, and/or prefer a high level of autonomy. Meta-analyses of 135 relationships tested in prior studies provide support for these assertions (Wofford & Liska, 2003). On the other hand **cognitive dissonance theory** propounded that individual's experience anxiety-inducing cognitive dissonance when their self-evaluative cognitions, feelings and behavior are in conflict with each other (Festinger, 2008). Under such conditions, individuals are strongly motivated to reduce the dissonance by changing one or more of the dissonant components—either their behavior, their cognitions, or their feelings. It follows from dissonance theory that when leaders appeal to ideological values of followers and also administer extrinsic material rewards strictly contingent on follower performance, they will induce cognitive dissonance in followers. Offering strong extrinsic incentives for doing what is claimed to be morally correct will theoretically induce dissonance, and is likely to undermine the effects of leaders' appeals to ideological values. From dissonance theory we would expect that with the exception of social rewards such as approval and recognition, contingent reward behavior on the part of leaders will undermine the effects of value based leader behavior.

Equity Theory asserts that when individual perceive the ratio of their contributions to their rewards (intrinsic or extrinsic) to be equal to the ratio of contributions to rewards of others, they will believe that they are

treated fairly (Adams, 2003). We expect that under conditions of perceived unfairness followers will feel resentment, be de-motivated, will not support and may even resist attempts by leaders to influence them.

Empirical Literature

An overview; a survey conducted by KPMA (2008) in South Africa on director's perception of Corporate Governance, using directors from 146 of the 510 listed companies surveyed responded that 83% sees corporate governance was of utmost importance to important in contributing to an organizations performance. The KPMA survey suggests that in South Africa at least, directors see a strong link between good corporate governance and corporate performance.

In its Global Investor Opinion Survey of over 200 institutional investors first undertaken in 2000 and updated in 2002, Mckinsey (2002) found that 80% of respondents would pay a premium for well-governed. They define a well-governed company as one that had mostly outside directors, who has no management ties, undertook formal evaluation of its directors and was responsive to investors request for information on governance issues. The size of the premium market varied by market, from 11% for Canadian companies to around 40% for companies where the regulatory back drop was least certain. Other studies have linked broad perception of the quality of companies to superior share price performance. In a study of five year cumulative returns of fortune magazine's survey of most admired firms. Antunovich et al., (2010) found that "most admired" had an average return of 125%, whilst the "least admired" firms returned 80%. In a separate study Business week enlisted institutional investors and 'expert' to assist in differentiating between boards with good and bad governance and found that companies with the highest rankings had the highest financial returns.

III. METHODOLOGY

The research method adopted in this study is the survey method by means of questionnaires only. A survey is used to obtain the information which was analyzed and pattern formed to lend themselves to interpretation and comparison.

Respondent Scope

The study was designed to survey full time employees of surveyed organisation i.e Managerial or non-managerial level staff. Three-point scale was used. With Likert scale, it was possible to compare responses among individuals using X (Chi Square) analysis.

The Study population

A choice of population for this study was driven by the need to extract relevant information from full time employees of surveyed organisation. A sample size of 10 firms was selected by simple random sampling of 22 organisations (Appendix). The 22 organisations are the 22 most respected companies in Nigeria in 2012. The sampled organisation includes both public quoted and privately owned organizations. The organizations can also be classified as multinational or Nigerian (indigenous) organizations.

A total of 100 persons were sampled ie 10 staff per surveyed organisation. The criteria for selection are only graduates employees that are full time employee within surveyed organizations are given the questionnaire to fill.

Processing of Data

Both quantitative and qualitative data were analyzed. Quantitative analysis was analyzed using The Statistical Package for Social Science (SPSS), microsoft excel package and web chi square calculator. The Chi Square test statistic and the distribution of means were used in the testing of the hypothesis and to identify relationship between variables.

IV. RESULTS/ DISCUSSIONS /FINDINGS

The response rate to questionnaire distributed was 100%. There are 10 organisation surveyed and the economic sector covered includes Banking, Insurance, and Manufacturing.

Demographic Characteristics of the respondents

Table 1 shows the demographic characteristics of the respondents. Majority of the respondents (35%) possess educational qualification higher than first Degree or its equivalent of this percentage 35 possess a Masters Degree. 60% of the respondents are in the managerial and 40 % are below manager level. This is an indication that the respondents are highly rated employees who should know more about VBL and CG in their respective organizations.

TABLE.1

Demographic characteristics of the Respondents (N=100)	Analysis
Characteristics	
Level of Education	
BSc or its Equivalent	55
Masters Degree	35
ACCA, ACA, ACIS	10
Total	100
Rank/ Employment position	
Above Manager	40
Below Manager	60
Total	100
Years of service	
1-5 years	30
5-10 years	20
11-20 years	50
Total	100
Sex	
Male	50
Female	50
Total	100
Age of the Respondents	
35-44	55
26-34	45
20-25	5
Total	100
Salary	
Below 1m	5
Below 5m	55
Above 5m	25
Above 10m	15
Total	100

Source: field survey 2012

About 30 percent of the respondents have put in at least 5years of service and majority of whom (50%) are males. About 55 percent of the respondents are at least 35 years old.

In general, the study gives a favourable picture concerning the level of education of the respondents. A substantial proportion of the respondents have at least first degree. This is an indication that the respondents are composed of highly educated people as expected in any corporate organisation. Majority of the respondents have put in at least 15 years of service. This also shows that the respondents have actually spent enough time in the service to know how VBL and good governance is practiced.

4.1 Analysis of Research questions

Research question 1: Has the level of practice of Value based leadership been assessed amongst organizations?

TABLE II

Sn	Variable	A	U	D	Remarks
7	Our vision and mission statement is commonly agreed upon and understood and adopted by all employees.	65	35	-	Agreement
8	Our management has very high leadership determination, persistent and self confidence in the ideas of the vision and corporate values	30	30	40	Disagreement
9	Management ensures to communicate the significance of best practices at all times and high performance to staff.	61	30	9	Agreement
10	Our leadership displays a high level of self confidence and also confidence in junior colleagues	20	30	50	Disagreement

Source: Computation from SPSS17 Analysis

Questionnaire items 7-10 were used to address research question one. The responses to research question one is shown in table 4.2 above. The study showed that majority of the firms in Anambra State does

not adopt Value Based Leadership. This is evident from the results which indicate that majority of the respondents of staff of the firm were in disagreement that their firms do not have a management with high leadership determination, persistent, and self confidence, displaying high level of self confidence and also confidence in junior colleagues. Ticking disagreement of these variables implies that these firms do not adopt them in their management processes. This equally means that VBL is not in use in these sample firms.

Research question 2: Has there existed any relationship between VBL and Organisational Performance despite the huge level of corruption?

TABLE III

Sn	Variable	A	U	D	Remarks
11	Our leadership and management display high level of integrity (ie they are trustworthy)	20	25	55	Disagreement
12	Our culture is highly supportive of and greatly respects individual differences, needs and issues.	60	15	25	Agreement
13	Individual employees are rewarded for creativity, innovation and teaming	70	20	10	Agreement

Source: Computation from SPSS 17 Analysis

The research question two tries to find out whether VBL has any relationship with organizational performance. Questionnaire items number 11-13 were used to analyze research question two. The respondents were of the view that value based leadership increases organizational performance, brings about high productivity which will give them edge over their rivals. The result from the question item 11 indicated that our leadership/management is not trustworthy hence any organization that does not have a leadership which displays high level of integrity will not survive their environment.

Research question 3: Have there been criteria to rank the poorest and best Corporate governance components within the assessed organization?

TABLE IV

SN	Variable	A	U	D	Remarks
14	Does your company have a written code of corporate governance wherein the rights of shareholders and duties of the boards are specified?	70	15	15	Agreement
15	Does your board have a code of ethics to prevent conflicts of interest and to ensure that the highest standards of ethics are followed in words and deeds?	70	20	10	Agreement
16	There is a good alignment/relationship between the board and management in our organization	70	20	10	Agreement

Source: Computation from SPSS 17 Analysis

Research question three was answered with questionnaire items 14, 15 and 16. The research questions asked whether there has been a criterion to rank the poorest and best Corporate governance component within the assessed organization. Responses from the analysis were shown in table 4.4. The result showed that Corporate governance components is a well known and has been assessed within the organization. This implies that corporate governance components can have positive relationship with performance of manufacturing firms in Anambra State.

Test of H₀ Hypotheses

The chi square test statistic and the distribution of means were used in the testing of hypothesis. The justification for the use of chi square distribution, with k-1 degrees of freedom, where k is the number of categories, is driven by the fact that the responses fall into categorical data.

Decision rule:

*Reject H₀ at 0.05, if the computed value of chi square (x₂) is greater than (X₂) tabulated at (r-1)(c-1) degree of freedom (df) since (X₂) calculated (2.725) was less than (x₂) tabulated (9.488) we accept the hypothesis at 0.05 level of significant.

Statement of hypothesis

Table V

Chi square Analysis on association between VBL and CG Association of VBL and CG

Assessment	D	C	B	A	Total
VBL	10	30	10	50	100
CG	0	30	30	40	100
Total	10	60	40	90	200

Ratings: A=outstanding, B= above average, C=Average, D=below average

Analysis of the results:

*Chi square (calculated) =21.11

*Chi square (table) at $p = 0.05=7.82$

*Degrees of freedom (df) =3, $p = 0.05$, chi square (x^2) tabulated= 7.82

*Calculated chi square(x^2) -21.11 is greater than chi square (x^2) tabulated -7.82. Reject Ho. *Assessment of companies is dependent of their commitment to VBL or Organisational Performance in Nigeria.

Hypothesis 2:

Ho: There is no significant relationship between VBL and Corporate governance

TABLE VI

Chi square analysis on association between VBL and Corporate governance

Association of VBL and Organisational Performance					
Ratings	D	C	B	A	Total
VBL	10	30	10	50	100
CG	0	10	50	40	100
Total	10	40	60	90	200

Ratings: A= outstanding, b= above average, c=average, d=below average

Analysis of the result

*Chi square (calculated) =47.78

*Chi square (table) at $p=0.05=7.82$

*Degree of freedom (df) =3, $p=0.05$, chi square(x^2) tabulated 7.82

Calculated chi square (x^2) -47.78 is greater than chi square (x^2) tabulated -7.82. *The distribution is significant Reject Ho. *There is relationship between VBL and Corporate governance in Nigeria.

Hypothesis 3

Table 4: Ho: The poorest and best ranked corporate governance components within the assessed organization have not been ascertained.

TABLE VII

Ratings	C	B	A	Total
CG	30	30	40	100
Organizational performance	10	50	40	100
Total	40	80	80	200

Ratings: a=outstanding, b=above average, c=average

Analysis of the result

*Chi square (calculated) =15

*Chi square (table) at $p=0.05=5.99$

*Degree of freedom (df) =2, $p=0.05$, chi square (x^2) tabulated 5.99

*Calculated chi square (x^2) -15 is greater than chi square (x^2) tabulated -5.99

*The distribution is significant. Reject Ho.

*The poorest and best ranked corporate governance components within the assessed organization have been ascertained.

Findings

Studies have shown that for organization to achieve its objectives, fulfill its mission, visions and goals, good leadership, attitudinal change and good governance is of a paramount important. Studies have equally suggested that Value based leadership boost economic development as well as organizational performance. This is because leaders plays vital role in every organization, work as link between subordinates and economic transformation which in turn promotes, distributes wealth and services development of nation. Existing studies in Nigeria aimed at director's perception of corporate governance (e.g. Mickinsey 2005; KPMG, 2008). None

have studied the impact of value based leadership and corporate governance on organizational performance. Related studies on this study was on good corporate governance and corporate performance (an offshoot of Value based leadership and corporate governance) see (KPMG, 2005 and Antunovich et al., 2010), of these studies in Nigeria, none assessed the Impact of Value-Based leadership and Corporate governance on manufacturing sub-sector of the economy.

Based on the above premise, the study investigated the level of use and effect of value based leadership and corporate governance on manufacturing firms in Anambra state. Following the assertions that good leadership can be characterized as 'senior managers' response to the constraints and opportunities that they face, this study used sampled respondents from only managers and senior staff cadre of manufacturing firms. Descriptive and chi square test indicated the following findings:

1. Assessments of companies are dependent of their commitment to VBL or Organisational performance in Nigeria.
2. Value based leadership and corporate governance in Nigeria are related.
3. The poorest and best ranked corporate governance components within the assessed organizations have been ascertained.

V. CONCLUSIONS

The main thrust of this study apart from assessing the impact of values based leadership and corporate governance on organizational performance, is to emphasize the need for a new and total commitment to values based leadership and corporate governance in both the public and private sector of the economy in Nigeria for sustainable and value creating performances by organizations. Value Based Leadership and corporate Governance are very important now ever before in Nigeria for ensuring sustainable value creation in companies and communities. Since independence in 1960 Nigeria has led by selfish and corrupt military and democratically elected leaders. Also, there have been nine military coups of which force and the barrel of the gun has been the important credential to occupy the number one citizen status of head of state. The outcome of the accumulated coercive leadership by the military has extended to the civil service and public sector of the economy where massive abuse of corruption and bad governance also exit.

This study focused on value based leadership (VBL) and corporate governance and confirmed the strong positive correlation of coefficient that exists between VBL and organizational performance. Also the objectives of the studies were achieved and research question were answered.

VI. RECOMMENDATIONS

The study recommended that further studies be carried out in Nigeria to investigate the causes of non-adoption of good leadership in manufacturing firms in Anambra State and Nigeria in general. The causes of this when known and curbed, corporate organizations, small and medium scale industries in Nigeria might become more competitive in boosting the development of Nigerian economy. Government should put pressures on multinational companies to reveal the size and signing of bonuses in all firms as well as being committed in compulsory continuing program on education and training on corporate governance during employee induction.

ACKNOWLEDGEMENT

It is my pleasure to acknowledge these persons who in various ways contributed to the success of this research work. My sincere gratitude goes to God Almighty whom I put my trust and the solid rock which I stand. My profound gratitude goes to my husband and my children whose sacrifice and self denial resulted to my academic fulfillment. I am profoundly grateful to my mentor Dr. G. U. Akam the Dean Faculty of Management Sciences ANSU Igbaram for giving attention to areas that needed correction, which led to the successful completion of this research work. I wish to thank my friend Ben A.U for his attention to this work and many other friends I say may Almighty God bless them abundantly in Jesus name Amen.

REFERENCES

- [1]. Abdullah, H. & Valentine, B. (2009). Fundamental and ethics theory of corporate governance middle Eastern Finance and Economic 4, 88- 96
- [2]. Abor, J & Adjasi, C, (2007). Corporate Governance and the Small and medium Enterprises Sector: Theory and Implications for Corporate Governance.
- [3]. International Journal of Business in Society, 7 (2) 111-122 Abor J. & Biekpe, N. (2005). Does corporate governance affect the capital structure decisions of Stellenbosch Business School, South Africa.
- [4]. Adenikinju, O & Ayorinde F. (2001). Ownership structure, corporate governance and corporate performance. The case of Nigerian quoted companies Unpublished Final Report presented at the AERC biannual research workshop, Nairobi, May.
- [5]. Anderson, R. Mansi, S, & Reeb, D. (2004). Board characteristics, accounting report integrity and the cost of debt, Journal of accounting and Economics 37, 315-342.
- [6]. Babatunde, M.A. & Olaniran, O. (2009). The effects of internal and external mechanism on governance and performance of corporate firms in Nigeria Corporate Ownership & control 7 (2) 330-340.
- [7]. Black G.F. & Cob L.A (2001). The corporate governance behaviour and

- [9]. market value of Russian firms, *Emerging Markets Review*, 2, 89-108.
- [10]. Davis, G. F & Cobb L.A (2009). Resource dependency theory: Past and future Retrieved from webuser.bus.umich.edu/gfdavis/davis_cobb -09_RSO_pdf
- [11]. Ferreira, M & Laux, P.A (2007). Corporate governance, idiosyncratic risk, and information flow. *Journal of Finance* 62, (2) 951 – 90
- [12]. Fosberg, R.H (2004). Agency problems and debt financing: Leadership structure effects. *Corporate Governance* 4(1) 31-38.
- [13]. Gillian, S. L. Hartzell, J.C. & Starks, L.T (2006). Tradeoffs in corporate
- [14]. governance: Evidence from board structures and charter provisions. Retrieved from <http://ssrn.com/abstract=917544>
- [15]. Georgen, M. (2010). Corporate governance and corporate performance:
- [16]. Retrieved from <http://www.cf.ac.uk/carbs/faculty/goergenm/index.ht.ml>
- [17]. Gompers, P. Ishii, J & Metrick A, (2003). Corporate governance and equity prices. *Quarterly Journal of Economics*, 118, 107 – 155
- [18]. Gujarati, D.N. (2005). *Essentials of econometrics*, Boston: McGraw-Hill Int. Ltd. Health, J. & Norman, W. (2004) *Stakeholder Theory, Corporate*
- [19]. *Governance and Public Management: What can the history of state- run enterprises teach us in the post-Enron era?* *Journal of Business Ethics*, 55: 247 – 265.
- [20]. Hua, L.L. & Zin, R.H.M (2007). Corporate governance: Theory and some insights into the Malaysian practices *Akademika*, 71- 31-60.
- [21]. Kajola, S.O (2008). Corporate Governance and firm performance. the case of Nigerian Listed firms. *European Journal of Economics, Finance and Administrative Sciences* 14, 16-28.

APPENDIX: LIST OF SAMPLE COMPANIES

Public/Quoted firms	Private/Unquoted firms
First Bank Plc	Ganapla Nigeria Ltd
Adswitch Plc	Fagma (Bata) Co. Nig. Ltd
University Press plc	Posh Industries Nig. Ltd
Conoil	Addstar industries Ltd
Union Bank Plc	Hallcrete Industries Ltd
Intercontinental Bank Plc	Polo Industries Ltd
Guinness Plc	Geeta Plastic
Nigerian Breweries Plc	KLM Manufacturing Co. Ltd
Oando Plc	Berger Paints Ltd
Stanbic IBTC	Monalpex Nig. Ltd
Diamond Bank Plc	Pamol Nig. Ltd
Unilever Plc	Niger Mills Ltd
PZ Cussons Plc	United Cement Company Ltd
Julius Berger	Addax Petroluem Ltd
UAC Plc	Golden Guinea Breweries Ltd
Finbank Plc	Champion Breweries Ltd
Dangote Sugar Plc	International Equitable Association Ltd
Oceanic Bank Plc	Nigerian – German Chemical Ltd
Fidelity Bank Plc	Dufil Prima Foods Ltd
Union Dicon Salt Plc	Eleganza Industries Ltd