

Innovations

Political environment on the performance of airlines in South East, Nigeria

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Abstract

The study investigated political environment and performance of airlines operating in South-East, Nigeria. The specific objectives were to determine; the effect of Political risk on goal attainment and Politics on employee satisfaction. The study employed a survey design. The populace of the study was 400 staff from the only four aircraft working in South East Nigeria. Information was collected utilizing the survey investigate instrument, which was outlined on a 5-point Likert Scale and was physically share to the respondents. Spearman Ranking Correlation Coefficient was utilized to test reliability of the instrument giving a coefficient of 0.958, indicating the reliability of the instrument. Data collected were analyzed using Spearman rank correlation, and Wilcoxon signed ranks test statistics 5% probability level of significance. The study found that Political risk significantly affected goal attainment, and politics positively affected employee satisfaction. The study suggested that government should put in place the right security architecture that will guarantee the safety of life, property, and business operation, the government should build institutions that will naturally discourage internal and external politics within the organization.

Keyword political environment, political risk, politics, performance, employee satisfaction,

Introduction

Politics and organizations do not operate in a vacuum they all operate in a given environment and regulate by political graduators. The environment is the totality of the factors that determine the operations business entity (Osuagwu 2001). This implied that the political environment is part of the external environment that includes government rules and controls, political parties, the framework of government, government arrangements, and programs that impact the operations of the business. Richards. (2009), keep up that the effective execution of an airline depends to an extraordinary degree on the political environment of the nation. Performance on the other hand is a measure of how firms accomplish their goals as well as satisfy all the stakeholders (Jones and George 2009) Anywhere in the world, aviation is a barometer of the economy. It is the stability of the political environment that positively affects airlines' performance. To Megisson, (2013) political environment contributed immensely to the high failure and success rate of domestic business because business depends on the policies and regulations of the government and its institutions.

Be that as it may, the stability of the business is directly proportional to the strength or weakness political environment. However, an ideal political environment is related to extensive legal infrastructure and justice (Northand, 1990), extensive regulation and little market intervention (Spener and Corlina, 2003), consistent government policy, government stability, the absence of violence, strong institutions, and independent of judiciary and absence of political interference (Kaufmann 2008). This attribute has helped strategic thinkers and business organizations avoid business uncertainty (Cyert and March 1963). Also allow individual and corporate business to base their economic considerations on fact instead of conjecture, attract foreign direct investment and promote economies of scale.

A report of statistic from oxford in 2004 show that airline in North America, Latin America, the Middle East, Asia, India, and Singapore has contributed to the GDP and employment of the nations. This implied that a stable political environment significantly affected organizational performance.

North, (1990) and Lodge (1990) concur that the political environment impacts the procedures and execution of firms within its borders. That broad lawful foundation is vital to decrease vulnerability in business operations (Bergara, Henisz, and Spiller 1998). Watter (2014) states that the political environment affected organizational profit directly or indirectly. Mark and Nwaiwu (2015) stated that Political tensions result in violence, directed toward the firm's property and employees. Adeoye (2012) finding appeared that ecological changes are ceaselessly applying unused weights on company execution. Mark and Nwaiwu (2015) political environment has a significant impact on business performance. Mohammed and Nzelibe (2013) uncover an adjustment between the perceived political environment and execution Richards et al (2009), keep up that the effective execution of multinational companies depends to an extraordinary degree on the political environment of the nation.

The situation in Nigeria appears different, as the political environment is unpredictable. The political environment is associated with political instability, political interference, policy inconsistency, higher political risk, high-interest rate, senseless killing, weak institutions, and inadequate infrastructure. The policies, rules, and identities of the political climate are barely unsurprising. Many airlines in Nigeria particularly in south East, Nigeria lack the financial means, fleet, training, and resources. The aviation industry has not contributed so much to the GDP and employment of the country. Nigeria airlines' contribution to GDP is 0.6% and employment 0.5 (Nigerian National Bureau of Statistics Oxford 2010) Oxford Economics reported in 2010 the entire tourism industry contributed 1121 billion to GDP and the employment of 814,000 people including direct, indirect, and induced job. Richard, Deviney, George, and Johnson (2009), and Ibeto (2011), state that the exertion exhausted by multinational organization directors in accomplishing their objective in Nigeria has not been exceptionally fruitful

Although several works have to be done on the political environment and performance. However, most of the literature in general on foreign-based without concentrating on the Airline Nigeria Jennifer and Carolina (2003) studied Latin America, Mohammad (2013) studied Bangladesh. Ari and Francisco (2010) study the Middle East and Central. Muhammed and Ghazala (2013) studied Pakistan Shemila and Aylia (2012) studied Pakistan. Arshad and Mohammed (2012) studied Pakistan, Ergete (2012) study Canadian. The issue of the political environment remains unexplored in Nigeria. It is against this background this investigation looks at the political environment and how it affects the performance of airlines in Nigeria. The objective of the study is to determine the effect of Political risk on goal attainment and the effect of Politics on employee satisfaction of airlines in Nigeria.

Conceptualization of the Study

Political Environment:

This segment on the concept of political environment describes the meaning of political environment and how the construct of the political environment; political risk and politics affect the performance of the airline industry and other organizations in different business situations. Furthermore, the various construct of the political environment that forms the basis of this study were looked into. The construct includes political risk, politics, and performance as the dependent construct.

There are different definitions of the political environment, Nwaeke (2013) and Kazmi (2005) see the political environment as comprising variables related to the administration of public affairs and their effect on business organizations. Particularly, these variables are 1) the political framework and its highlights like the nature of the political framework, ideological powers, political parties, and centers of control, 2) the political structure, its objectives, and solidness, 3) political processes just like the choice of the election, subsidizing of races and enactment with regard to financial and industrial advancement and regulation, and 4) political reasoning, government's role in business and its policies and intercessions in financial and business improvement.

Mark and Nwaiwu (2015) posit that not only does the political environment pose guide dangers to firms, but political issues are likewise a segment of other outside dangers. Ibeto (2011) states that regulating changes can progress or limit exhibit contention, social hazard regularly has political bases and responses, and political botch can change common or human-made events into calamities. Other than that, the political environment is frequently seen to be exterior of the management's control, making it difficult to characterize, anticipate, and line up with goals. Given the multifaceted nature of these issues, it is no big surprise that companies frequently neglect to address issues of the political environment deliberately. Walter (2014), the result of political conditions on business is that the risk emanating from it may be an extent of the likelihood that political events may befuddle its quest for income through coordinated impacts, (for example, tax) or indirect impacts, (for example, opportunity cost done without).

Political Risk

The World Bank (2011) characterized political risk as 'the probability of unsettling influences of the exercises of organizations by political powers and events, in any case of whether they happen in countries or result from changes within the environment. Marchetti and Vita (2013) declare that political hazard is decided basically by vulnerabilities over the activities not as it were of the governments and political institutions but moreover of minority bunches and separatist movements. Hoti and McAleer (2004) saw political risk as a non-business hazard presented entirely by political strengths through their lawful or unlawful operation. The actions thus determine political risk and the policies of the host country both internally and externally which may hurt firms. Demirbag (2007) considers political hazard as one of the foremost basic dangers for firms to consider, as the political hazard has been distinguished as a factor that might truly influence benefit (Al Khattab, 2011; Hoti and McAleer, 2004). Hoti and McAleer, (2004) state that Political hazard rises out of occasions, for example, wars, internal and outside disagreements, regional conflict, upsets prompting routine changes, and fear of terrorist assaults over the world. Social elements incorporate moderate agitation because of ideological contrasts, unequal salary appropriation, and religious conflicts (Hoti and McAleer, 2004). Political dangers incorporate the burden of modern controls, war, transformation, or insurrection. Berlin (2004) states that

political risk comes about from changes to the political and money-related states of the country from those that existed at the time the assertion is alluded to were at, to begin with going into.

Politics

Most people believe in their perceptions of reality rather than reality itself, understanding the perceptions of the politics of employees is very crucial for an organization's success. Therefore, political issues in organizations ought to be understood with respect to what individuals think of instead of what it speaks to or represent. Most time, recognitions of fairness reflect a political climate within the work environment and may too be associated with formal and informal work execution (Cropanzano 1997). Politics may be internal or external depending on the angle employees are coming from. Easton (1965), defines Politics "as those interactions through which values are authoritatively allocated for a society." Politics allude to interactions through which values (positive and or negative) are conveyed by those who have genuine powers or are in a political and managerial position. Political systems and organizational politics are a strategy to influence and allocate values in organizations and society. Lass well (1936) defines politics as "the process of who gets what, when, and how". (WHO GETS and is composed of specialists, impact, and control), institution or laws (unwritten laws, bye-laws, proclamations, orders, constitutions, traditions, settlements), (the WHO and comprised of persons, families, communities, governments, states, and worldwide), intrigued (the WHAT and composed of individuals good, group good and common good) and process (captured within the word HOW composed of laws and profound quality and it supervises all the finest parts of the definition).

Performance

Performance has been instructed with many clashing definitions, and it is anything but another wonder among the scholastics and the industrialists and also a public institution. Performance has been a source of influence on the actions taken by companies and the degree to which an organization realizes its goals as well as the stated objectives of the organization through the strategies and policies of the organization (Folan and Browne, 2005). performance is seen as the degree how which an individual and manager utilize the assets of the organization productively and viably to achieve the objectives of the organization as well as fulfilling all the partner's needs (Jones and George et al., 2009). Richard (2009) portrays performance as the genuine yield measured against the aiming or anticipated yield. Performance is assessed in financial or non-financial-. To Richard, money-related performance is based on benefit and misfortune and return on investment (P&L) is the sum remaining after all expenses are deducted from the whole return (ROI), and it is measured by dividing profit by asset. Thus, the amount of profit directly relates to how well or poorly a unit is judged to perform, and the sustainability of the firms (P.L).

Empirical Review

Jennifer and Carolina (2003) study how political environments affect the growth of firms, in Latin America. The study adopted a survey design method, with a total population of 2000 respondents. Data collected was tested using regression correlation. The study found that business regulation, market intervention, governance arrangements, and the dimension of corruption significantly affect a firm's goals. also, political condition differentially affects both small firms and bigger firms. Mark and Nwaiwu (2015) explored the effect of the political environment on organizational execution in Nigeria. The investigation utilized information from the Nigerian Stock exchange 2012 and World Bank. Data were analyzed through Pearson moment correlation. The Investigation found that the political environment incorporates a critical negative effect on the success of the business. Lourandi (2011) examined the relationship between political risk and the financial performance of firms in Africa. The study adopted a

quantitative design. The study analyzed data with Spearman Rank Order Correlations. The study demonstrated a noteworthy positive relationship between political hazard and monetary return. Musa, Yatiban, and Zengeni (2017) study how political risk affects FDI inflow to Nigeria. The study sources data from secondary sources from 2000 to 2014. The data collected was analyzed with simple linear regression. It is discovered that political risk holds a positive and noteworthy relationship with FDI in Nigeria yet is not close enough to repress the inflow of outside business ventures to the nation. Wilford (2015) did an appraisal of the political risk management procedures in Zimbabwe. The study embraced an overview of the discernments of decision-makers of 25 MNCs working in Zimbabwe. The investigation found that the most excellent of all procedures to oversee political hazard is through an integrative approach. Jana (2015) investigated the impact of political risk on equity market performance. The study adopted the explanatory design. While data were analyzed with Eigenvalues for Principal Component, the study found out that political hazard may be a noteworthy factor in clarifying variations of price-to-earnings proportions and profit yields, which political hazard by and large boosts profit payment around the share cost. Muhammed and Ghazala (2013) study the appraisal politics on job satisfaction in Pakistan Telecom organizations. The study found that politics during the performance appraisal process reduced employees' work fulfillment and devotion to the managers and expanded the turnover deliberately. Shemila and Aylia (2012) inspected the impact of organizational political issues and employees' work fulfillment in Pakistan. The study adopted exploration and disruptive research methods. Information was analyzed utilizing, Pearson relationship, and regression. The investigation found that the next discernment of organizational politics issues diminishes the level of employees' work fulfillment.

Test of hypothesis one

- H₀:** Political risk does not affect goal attainment
- H_a:** Political risk affects goal attainment

Table 1.0: Z-test Result of Hypothesis One

Wilcoxon Signed Ranks Test Statistics	
	There is no political rights and power-sharing in the region - The goals set by the company are attained annually
Z	-5.002
Asymp. Sig. (2-tailed)	.000

Source: Researcher's SPSS Result

Table 1.0 is the output of the computed Z-test values from the Wilcoxon signed ranks with the responses on the role political instability play in the goal attainment of selected airline companies in the South-East of Nigeria. The Z-test computed value, Z= -5.002 with the p-value was 0.00 < 0.05. Given the decision criteria, the null hypothesis is rejected while the alternate is accepted implying that political risk significantly affected the goal attainment of airlines in Nigeria. This result is in tandem with Lourandi (2011) that there is a positive significant relationship between political risk and financial return. The study believed that some airlines and other organizations take advantage of political risk to achieve higher financial performance. However, Yatiban, and Zengeni (2017) bolstered that political risk holds a positive and critical

affiliation with FDI in Nigeria but isn't near sufficient to repress the influx of foreign investment to the nation.

On the contrary, Moinand Mohammad (2013) submission contradicted Yatiban, andZengeni (2017)and Lourandi (2011). Moinand Mohammad (2013) stated that political stability is a factor of political risk that has an adverse effect on economic performance in the long run while the short runpositivelyaffects performance. Mohammed and Bashir (2013) supported Moin and Mohammad (2013) that financial institution has issues with execution or objective fulfillment during an unsteady political environment. while Shahzed and Ali (2013) supported that political stability in the emerging nation influences businesses and worker behavior, and unsteady political conditions and self-destructive bombings influence the organizations' development and income which in turn influences the economy of the nation. Ari and Francisco (2010) concluded that political insecurity essentially diminishes financial development.

Test of Hypothesis Two

Ho: Politics does not affect employee satisfaction.

Ha: Politics affects employee satisfaction

Table 1.1: Z-test Result of Hypothesis Two

Wilcoxon Signed Ranks Test Statistics	
	high level of political identity by the owners of the firm- goals set by the company are attained annually
Z	-4.187
Asymp. Sig. (2-tailed)	.000

Source: Researcher's SPSS Result

Table 1.1 is the output of the computed Z-test values from Wilcox on signed ranks with the response on politicsand employee satisfaction from respondents. The Z-test computed value, Z= -4.187 with the p-value was 0.00 < 0.05).Given the decision criteria, the null hypothesis is rejected while the alternate accepted implies that politics positively and significantly affect employee satisfaction in Nigeria. This result aligns with Muhammed and Ghazala (2013) thatpolitics either have a negative or positive influence on employee satisfaction and performance. Shemaila and Aylia (2012) affirmed, that the discernment politics in organizations are adversely associated with the work fulfillment of employees. This proposes that the next discernment of organizational politics issues may lead to a diminishment in employees' work fulfillment and performance. Arshad and Mohammed (2012) that favoritism and cronyism have a positive effect on employees' work fulfillment.

Conclusion and recommendations

Political choices definitely influence the financial environment. On the other hand, the political class can impact the pace at which new innovations show up and are embraced. Subsequently, the political environment's impact on the execution of business operations comprises a set of political variables and government exercises in the market that can either encourage or ruin the operation of the business activities. The airline industry is among the economic driver of the African economy. Compared to other African nations, Nigeria appreciates moderately tall political and social steadiness. Organizations react to the environment and create procedures

that empower them to outlive the environment where they work in. One of the environmental variables that most airlines ought to bargain with is the political environment. Companies ought to react to the environment deliberately in arrange to be sustainable and dodge misfortunes. It is crystal clear, that airline operators are responsive and responsible corporate citizens. The airlines are loyal to the political setting of the environment. They pay their taxes, as when due without coercion. Though there are threats and opportunities in the environment, an excellent mix often exists for the firms. The politics and business of the organizations support each other in a complementary manner. In South East, Nigeria the political environment is turbulent and hostile. The approaches, rules, and identities of the political climate are barely unsurprising. The political environment is associated with Political risk, Politics, government policy, and Political affiliation.

This study focused on the effect of the political environment on the performance of airline firms operating in South East, Nigeria. However, the results of this study led to the conclusion that Political risk significantly affected goal attainment, and Politics positively affected employee satisfaction. The study, therefore, concluded that the performance of airlines depends on management structure and policies and intervention of the government. The study suggested that government should put in place the right security architecture that will guarantee the safety of life, and property and ensure smooth business operation and the government should build institutions that will naturally discourage internal and external politics within the organization.

Contribution to the Knowledge

The study makes significant theoretical contributions to existing knowledge. The study joins another researcher that studies the political environment and performance of the organization in the South East, Nigeria, and beyond. The study adds to the body of knowledge, of the financial and non-financial performance of airlines indicators such as employee satisfaction, employee performance, and employee retention, thus helping to increase existing knowledge. The study discovered that stakeholders are the end user of airlines. The study established that despite the change in economic and political circumstances, when the government reduced political risk, politics, and market intervention when necessary, this will, in turn, enable the airlines to operate optimally and contribute to the growth of the economy. Also, the studies make an effort to link the political environment and success of organizations that have been carried out in completely different topographical areas with different results detailed from the such investigation; this consideration grows the existing proof by including outcomes in the political environment and performance in the airline sector of the economy in South East, Nigeria.

Limitations of the Study and Suggested Area for Further study

In this investigation, getting information was ruined. The respondents drawn closer were hesitant in giving out information fearing that it could be used by competitors, regulators, labour unions, and the government due to uncertainties in the airline sector in the country within this period of study. A few respondents were perplexed about victimization and thus not willing to take part in the investigation. To counter that restriction, the analyst carried a presentation letter and guaranteed them that the information collected was for scholarly purposes, that their reactions will be exclusively for scholarly work that a duplicate of the wrapped-up work will be sent to their organization.

The study of political environment and the success of the organization have been studied using survey design in South East, Nigeria, and other researchers have also studied the political environment on performance using different methodologies, techniques, and Data analysis. In any case, these investigations are distant from conclusive, and there's still room for advanced

considerations. Further study could repeat this area and critically examine the political environment on performance using secondary data that is more objective rather than the primary information that was utilized in this investigation. It would be vital to look at the political environment in completely different geological areas, scopes, and time frames. The further researcher should also extend the studies on the political environment in the banking industry, during the consistent takeover of Banks by the Central Bank of Nigeria.

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