Relationship between Corporate Governance and Managerial Efficiency in Nigerian Public Corporations

Abstract

Corporate governance importance in ensuring compliance with procedures, rules and regulations for efficient delivery of public corporation in developing nation has become a very important discussion among scholars, due to growing governance failure, indicated by collapses of erstwhile large state corporations across the globe. Unethical business conduct, corporate governance abuses and managerial inefficiencies have been seen to pervade most operations of public corporations in Africa. This paper therefore addressed corporate governance practices and managerial efficiency in some selected public corporations in Nigeria. Data were obtained from the Lagos offices of the selected six public sector establishments with a questionnaire instrument, using a multi-staged sampling technique (purposive and stratified). Data were analysed using Duncan's Post-Hoc tests, Correlation Regression models and ANOVA test. The results of the tests showed that Nigerian Public corporations partially comply with code of corporate governance practices and that; there exists a positive relationship between corporate governance and managerial efficiency. The paper concludes that strict compliance with existing code of corporate governance is important and that, structures should be established to ensure sound ethical climate for managerial efficiency to the satisfaction of all stakeholders.

Key words: Corporate Governance, Managerial efficiency, Public Corporations, Stakeholder theory, Political theory.

Corporate governance as a phenomenon has gained attention globally in recent times due to increased cases of corporate failures all across the world (Nainawat & Meena, 2013). Some of the factors identified as responsible for the spate of corporate failures were fraudulent management choices, executive inefficiencies, poor corporate governance practices and unscrupulous business conduct (Bryant, 2017). It is imperative therefore that adequate attention be given to ensuring sound corporate governance practices, ethical business conduct and efficient management in corporate organisations to achieve organisational goals and guarantee safety of stakeholder investments. Corporate governance is a system put in place in corporations and business entities intended to guarantee efficient management of such businesses to achieve corporate goals (Oluyemi, 2005) as well as ensure profitable returns to investors (Magdi & Nadereh, 2002). In the public sector, corporate governance is described as machinery set up in corporations or organisations to manage and control their activities in such a way as to ensure that they fulfil the purposes for which they were established (Badejo-Okusanya, 2011).

According to Wolfensohn (1999) the centre of attention in corporate governance is finding out the best possible way to advance and improve on corporate justice, transparency and accountability. Corporate governance as a concept is viewed as focusing on the best way to guarantee or encourage resourceful management of corporations, utilising the method of motivation to achieve improved business performance (Mathiesen 2002)**.**

Managerial Efficiency

Managerial efficiency as used in this study is the seen as the skill of Executive teams (representing Management or Managers) in building and sustaining corporate direction as well as boosting goodwill with major shareholders (Kokemuller, 2015). This is evident in the way a corporate entity exercises its authority in the management and utilisation of the aggregate wealth of a corporate entity with the intent to sustain and improve stockholder worth and contentment of every other stakeholder (Lubale, 2012). Managerial Efficiency measures completely the aggregate effect that management, teaming, and leadership skills have on organisational efficiency (Mouer, 2006). This is the degree to which managers of Public Corporations can conform to or comply with established standards of Corporate Governance in terms of its principal components of Accountability, Effectiveness and Efficiency, Transparency, Probity and Integrity Responsibility, Corporate citizenships and Stakeholder relations. In the opinion of Rutgers and Van de Meer (2010), efficiency is defined or viewed in technical terms, where it is measured in terms of the relationship between inputs and outputs (technical efficiency). Diesing (1973) in Manzoor (2014) portray efficiency as the ability to maximise achievement of set organisational goals with available resources. While most scholars define efficiency in quantifiable, measurable terms of input to output ratios as it holds in business organisations whose sole aim is profit-maximisation, the same definition may not hold for public organisations. This is because their goal or focus is not on profit maximisation but mainly on satisfying the expectations of citizens who they exist to provide goods and services for (Manzoor, 2014). Efficiency as used in this study which is on public corporations is succinctly explained by Schachter (1989) in Manzoor (2014), as being more than just maximising output in relation to input (technical efficiency) but must be in line with “legislative accountability” which corporate governance is about, even if output is not maximal.

Public Establishments, which are business entities created by national, municipal or local administrations through exclusive constitutional mechanisms, to render essential and necessary services to the public at large at prices considered reasonable. Appointments to and management of the Boards of these public corporations are by the government agencies who created these entities. Public establishments perform important duties in countries all over the world as they are the main suppliers of essential goods and services and the major employers of labour in Nigeria as well as a lot of other countries (Suleiman, 2009; Abubakar, 2011). In Nigeria, the necessity for public corporations became evident after independence when majority of the indigenes were considered not rich enough or inexperienced to manage or fund industries such as those in the communications, electricity, petroleum, water and agro-allied industries which were capital and labour intensive (Ojeifo & Alegbeleye, 2015). Subsequently, government participation extended to other sectors such as the maritime, aviation, financial and health. Recently, the performance of governmental enterprises have faced serious condemnations and been subjects of general public consideration. The general perception of government establishments conveyed in literature and the mass media show that they are viewed as sheer channels for siphoning a country's resources as these establishments are perceive to receive from the government more than give. These adverse observations are interpreted to mean, they are incompetent and therefore render poor services to the general public. Ogohi (2014) contends that they contribute poorly to the development of the nation and render inadequate and poor services to the general public. In the opinion of Okoli (2004), the poor performances of public corporations are due to management incompetence, poor technical experience and unscrupulous corporate conduct, for example, patronage distribution. These adverse perceptions depict lack of observance of corporate governance standards or code of conduct.

In the opinion of Suleiman (2009), the public sector in Nigeria has failed despite several reforms to achieve efficiency in fulfilling the purposes of their creation. The failure is due to inherent corruption of the civil servants in this sector reflected in outdated administrative machinery, the incompetence of workers, lack of transparency, supporting ethnicity instead of merit, corruption, and incessant government policy reversals and the negative influence of the political leaders in the state of affairs in these public corporations.

In summary, this study examines governance in terms of the safety of stakeholders' investments, control of management, the prevalent principal-agency problems, institutional, legal, capacity building and as the rule of law as it applies to corporate governance.

Theoretical Review

Four theories of corporate governance namely –Agency, Stakeholder, Stewardship and Political theories were reviewed during the course of this study; however the two theories underpinning this study are the Stakeholder and Political theories.

The Stakeholder theory has its origin in an article published in late 1983 by Edward Freeman, though it had earlier been detailed in a book by Ian Mitroff entitled "Stakeholders of the Organisational Mind" in early 1983. This theory asserts that the goal of corporate governance is to maximise the interests of all stakeholders and not those of the shareholders alone (Alkhaji, 1989). In agreement with this position, Freeman and Reed (1983) are of the view that shareholders alone should not enjoy privileged positions in the business enterprise, but everyone who has an interest in the enterprise. Akata (2017) posits that corporate organisations should intentionally be part of any environment they exist in as these are the stakeholders whose activities will eventually influence their success or failure. Rodriguez, Ricart & Sanchez (2002) categorised these stakeholders into three namely consubstantial, contractual and contextual. Fundamentally, the stakeholder theory advocates that boards of organisations should have representatives from all or many of their shareholders, like suppliers, customers, creditors, community representatives and employees (Ogden & Watson, 1999).

The stakeholder theory is of significance in this work as it draws attention to the import of maximising the satisfaction and interests of all stakeholders which is apparent responsibility of public corporations which is an important component of this research.

Political theory or model dates back to the American Revolution which gave birth to the political tradition of federalism and decentralisation (Black, 1990: Roe, 1994). After the revolution, there was fear that the newly found political freedom could be lost to foreigners taking charge of corporate entities (Grossman & Adams, 1993). As a result, many countries initiated collective voting to enable minority interests vote for directors on the boards of firms (Gordon, 1993). This theory suggests that the distribution of corporate power, proceeds and benefits are regulated and guarded through the prerogative of governments (Hawley & Williams,

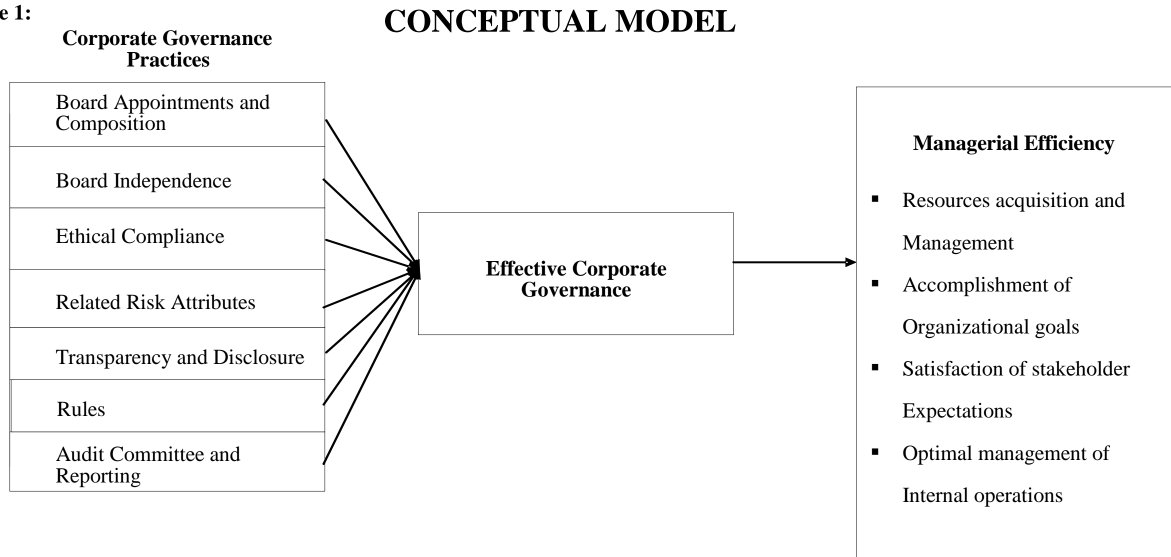
1996). This is reflected in the fact that over time, governments of countries have been seen to exercise powerful political influence and control on corporate organisations.

The political theory is of importance to this study as a public corporation is seen first as a political organisation where an important factor is its interface with the government (Gomez & Korine, 2008). This is because government partakes in decision making in public corporations taking cognisance of cultural issues, regulating and controlling distribution of corporate power. The researchers consider this theory of importance to this study as government involvement is seen as a solution to curbing the excesses of public corporations which is an important attribute of good corporate governance.

Conceptual Model

The conceptual model presents seven independent elements of corporate governance which could influence corporate governance practices positively or negatively, and by extension the level of managerial efficiency dependent on how they are managed. These seven already established independent elements of corporate governance are board appointments and composition, board independence, related risk attributes, ethical compliance, rules, audit committee and reporting and transparency and disclosure.

Figure 1:



Conceptual Model for Corporate Governance Practices and Managerial Efficiency
Source: Authors (2019)

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Elements of Corporate Governance

2.2.1. These established components of Corporate Governance presented in the model are briefly discussed below -

Board appointment and composition: Board composition has to do with the difference existing between internal (inside) and external (outside) directors reflected in the percentage composition of external directors on the board (Goergen & Renneboog, 2000). There are basically three classes of directors which are internal directors, affiliate directors and external directors (Baysinger & Butler 1985). Inside directors are managers within the firm while outside directors are non-manager directors outside the firm. The outside directors are further classified into partners (affiliates) and independent directors. Pablo, Valentine and Felix (2005) opine that all the classes of directors have their various strengths and weaknesses. Baysinger and Butler (1985)on the other hand are of the opinion that outside dominated boards are better because they are independent of the management of the firm and thus cannot be easily influenced. Fama and Jensen(1983) are in support of the latter view citing neutrality Also, they can increase the element of independence and neutrality in board's strategic decision-making, and help in providing independent supervision of the company's management (Fama and Jensen, 1983), therefore making the board's oversight function more effective.

Board Independence: Berghe and Baelden (2005) view this as an important element in guaranteeing effective boards as a result of the strategic role of directors in providing adequate monitoring. The fundamental component of board independence is having an adequate number of directors who are independent, on the board. The non-dependence status of the individual director is influenced by the director's capability, disposition and the setting of the board.

Ethical Compliance: Ethical compliance by corporate entities is not optional or an indulgence but an essential factor for the efficient running of any corporate entity. In all organisations across industries, ethical standards or operative requirements and prohibitions exist. This is made up of corporate beliefs, approved lawful standards, procedures, management of risks and distinct and group behaviour in the workplace (Anyim et al., 2014). The appreciation, acceptance of and submission to these standards by any corporate entity signify compliance.

Related Risk Attributes: Risk represents an indispensable part of a business venture. Business entities who manage risks effectively avoid expensive economic distress, survive threats to their investments, and also are able to improve decision making corporately. Due to increasing rates

of financial distresses, much attention is being given to the strategic role of boards in managing risks. The existence risk management groups in business entities in Nigeria have many components. Nasuha and Mohamad (2013) are of the opinion that the establishments of risk management groups are defined by splitting CEO duality (that is not having the CEO double as the Chairman of Board of Directors), board capabilities and thoroughness, the size of the firm, firm performance status and how complex the activities of the firms are.

Transparency and Disclosure: Transparency is a major indicator of sound corporate governance (Khiari, 2013), as it assures the disclosures of essential and precise financial and operating information (Bhasin, 2009). These facts are given on a regular basis (Mugaloglu and Erdag, 2013) and in an appropriate way to help the enterprise in taking the best decisions (Al Sawalqa, 2014).

Rules: According to Lemo (2010) corporate governance encompasses the set of rules guiding how the board of directors manage, run and oversee corporate entities or corporations.

Audit Committee and Reporting: Ayinde (2002) is of the opinion that the establishment of audit committees are geared towards improving accountability of corporate bodies; strengthening the way the company's financial records are reported and ensuring that corporations comply in conduct with standard moral and lawful principles. Audit committees are established also to efficiently regulate and monitor the influences of executive directors (Atu et al., 2013).

METHODOLOGY

This study adopts the cross-sectional descriptive research approach, using quantitative research method. This approach is not interested in establishing the causes or effects of relationships but attempts to establish the distinctiveness of variables in a given situation. The philosophical perspective adopted for this study is the positivist approach ensuring the outcome is independent or separate from researchers.

The choice of Nigerian Public corporations for this research was based on views and assessments of the public communicated orally, in existing literature and other media who consider the standard of services by public corporations in Nigeria ineffective and inefficient as a result of poor management, technology and poor corporate governance practices (Okoli, 2004; Ogohi, 2014). The study area chosen is Lagos State which is one of the largest cities (Adelakun, 2009) as well as being Nigeria's corporate, commercial and industrial nerve centre (Oteri & Ayeni, 2016; Babalola, 2016).

The population for this study are employees from six sectors of public corporations, in the management cadre which is Level 07and above on the Consolidated Tertiary Institutions Salary Structure II (CONTISS II). The rationalisation for picking this population by the researcher is that this group of employees have the information about the phenomena of concern in this study, as they are the ones involved in ensuring compliance with laid down corporate governance standards.

A multi-staged (purposive, convenience and quota) sampling technique was employed for this research work and a self-administered questionnaire was used to collect the data from 450 respondents selected disproportionately based on the population size of the corporations using the Qualtrics sample size calculator. The questionnaire comprised of four sections divided into eleven parts with respondents indicating their extent of agreement or disagreement with the statements on the questionnaire on a 7-point Likert type scale was used with values ranging from 1 = “extremely disagree” to 7 = “extremely agree”.

Some of the questions on the survey instrument were adapted from some previous studies and modified to answer the questions this study sought to answer; and others developed also round the research objectives and questions.

The independent concept studied in this research is corporate governance practices -Board appointments and composition, Board independence, Ethical compliance, transparency and disclosure, related risk attribute, rules and audit reporting and control. The dependent variable is *managerial efficiency* which is measured under the sub-headings accomplishment of set goals, resources acquisition and management, optimal management of internal processes and operations of the organisation coupled with satisfaction of stakeholder expectations. The control variables employed for this study comprise of the socio-demographic features of the respondents which are gender, age group, marital status, educational qualification, management cadre and monthly income level.

Reliability and validity assessments were carried out to establish the stability, equivalence, adequacy and consistency of the survey instrument. Cronbach’s Alpha Coefficient was used to measure the reliability of the survey instrument (questionnaire) used in this study. In ensuring that the data gathered accurately depicts the study (validity), the survey instrument (questionnaire) was given to some academic scholars to scrutinise for content and construct

validity. Their comments were taken into consideration in the final construction of the instrument.

A pilot study was also conducted with 23 respondents to screen out problems in the design of the questionnaire and ensure that the survey instrument provides good data and reliable results. The sample draft of the questionnaire was administered to 23 respondents who possess similar characteristics and knowledge with those surveyed in the main study, drawn from the National Agency for Food and Drug Administration and Control (one of the corporations used in the study) and were not included in the eventual sample drawn from that corporation in the main study. Cronbach's alpha was used to calculate the reliability as the items consist of summated multi-item scale. According to Girden (2001), a Cronbach's Alpha of 0.6 and above is considered reliable. The reliability for Corporate Governance Practices was found to be .848 while that for Managerial Efficiency was .919. This is an indication that the survey instrument is highly reliable.

The result of the pilot study is depicted in the table below:

Reliability Test (n = 23)

CONSTRUCT	CRONBACH'SALPHA	NO OF ITEMS
CORPORATE GOVERNANCE PRACTICES	**0.848**	**35**
Board appointment and composition	0.604	5
Board independence	0.825	5
Ethical Compliance	0.755	5
Transparency and disclosure	0.695	5
Rules	0.703	5
Audit committee and reporting	0.880	5
Related risk/attributes	0.872	**20**
MANAGERIAL EFFICIENCY	**0.919**	5
Accomplishment of set organisational goals	0.748	5
Resources' acquisition and management	0.899	5
Optimal management of internal processes and operations	0.882	5
Satisfaction of stakeholder expectations	0.824	

Source: Field Survey, 2019

Data Analysis Techniques

Data from the survey instrument (questionnaire) were analysed using Descriptive statistics, (mean, standard deviation, percentages and frequencies), Pearson Product Moment Correlation Coefficient, Regression Models, Analysis of Variance (ANOVA), Independent Samples T-tests and Duncan's Post-Hoc tests.

Relationship between Corporate Governance and Managerial Efficiency

In presenting the relationship between corporate governance and managerial efficiency in Nigerian Public Corporations, a correlation matrix was drawn. A guide to the codes (key) used on the correlation matrix and the corresponding description of each of the components of Corporate Governance Practices is also presented.

Correlation between Corporate Governance Practices and Managerial Efficiency

	BAC	BID	ETC	ETI	TRD	RUL	ACR	RRA	POI	MEV	AOG	RAM	OMO	SSE	CGP	MEF
BAC	1															
BID	.791**	1														
ETC	.704**	.716**	1													
TRD	.538**	.597**	.586**	.762**	1											
RUL	.562**	.633**	.604**	.733**	.830**	1										
ACR	.529**	.580**	.502**	.626**	.660**	.660**	1									
RRA	.485**	.545**	.527**	.611**	.634**	.632**	.764**	1								
AOG	.491**	.505**	.467**	.555**	.620**	.589**	.643**	.641**	.453**	.330**	1					
RAM	.467**	.483**	.409**	.532**	.612**	.566**	.637**	.579**	.439**	.305**	.794**	1				
OMO	.477**	.594**	.494**	.591**	.618**	.657**	.638**	.659**	.410**	.216**	.708**	.649**	1			
SSE	.418**	.516**	.457**	.515**	.569**	.580**	.601**	.597**	.370**	.252**	.758**	.666**	.796**	1		
CG	.771**	.788**	.771**	.759**	.733**	.744**	.694**	.685**	.506**	.308**	.607**	.574**	.631**	.571**		
MEF	.531**	.598**	.526**	.616**	.683**	.682**	.714**	.712**	.447**	.270**	.886**	.830**	.884**	.841**	.673**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2019

Key	Description
BAC	Board appointment and composition
BID	Board independence
ETC	Ethical Compliance
TRD	Transparency and disclosure
RUL	Rules
ACR	Audit committee and reporting
RRA	Related risk/attributes
AOG	Accomplishment of Organisational goals
RAM	Resources Acquisition and Management
OMO	Optimal Management of internal processes and Operations
SSE	Satisfying Stakeholder Expectations
CGP	Corporate Governance Practices
MEF	Managerial efficiency

Multiple Regression Model for Corporate Governance Practices and Managerial Efficiency in Nigerian Public Corporations

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802[a]	.644	.635	.76993

a. Predictors: (Constant), Ethical Compliance, Audit committee and reporting, Transparency and disclosure, Board appointment and composition, Related risk/attributes, Board independence, Rules

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	323.389	7	46.198	77.934	.000[b]
	Residual	179.023	302	.593		
	Total	502.412	309			

a. Dependent Variable: Managerial efficiency
b. Predictors: (Constant), Ethical Compliance, Audit committee and reporting, Transparency and disclosure, Board appointment and composition, Related risk/attributes, Board independence, Rules

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.419	.194		2.154	.032
	Board appointment and composition	.031	.062	.030	.498	.619
	Board independence	.124	.065	.121	1.902	.058
	Transparency and disclosure	.170	.066	.168	2.586	.010
	Rules	.135	.064	.139	2.094	.037
	Audit committee and reporting	.206	.054	.226	3.853	.000
	Related risk/attributes	.238	.049	.276	4.893	.000
	Ethical Compliance	-.021	.050	-.023	-.423	.673

a. Dependent Variable: Managerial efficiency

The multiple regression result for investigating the relationship between corporate governance practices (Board appointment and composition, Board independence, Transparency and disclosure, Rules, Audit committee and reporting, Related risk/attributes, Ethical Compliance) and managerial efficiency in Public Corporations in Nigeria states that, there is significant relationship between corporate governance and managerial efficiency in Nigerian Public Corporations.

The results show that the multiple R (0.802) indicates a positive and statistically significant relationship between the predictor (Corporate Governance) and the response variable (Managerial Efficiency). The R-squared statistic as explained by the fitted model implies that about 64.4% of the total variation in measure of Managerial Efficiency is explained by the variations in Corporate Governance.

The ANOVA results for Corporate Governance as predictor of Managerial Efficiency is statistically significant with F-value of 77.934 and p -value of 0.000. The regression coefficient, t statistic and p value for the model shows that Board appointment and composition (β=0.030, t=0.498, p=0.619), Board independence (β=0.121, t=1.902, p=0.058) exerts a positive and statistically insignificant effect on Managerial Efficiency but Ethical Compliance (β=-0.023, t=-0.423, p=0.673) exerts a negative and statistically insignificant effect on Managerial Efficiency. Also Transparency and disclosure (β=0.170, t=2.586 p=0.010), Rules (β=0.139, t=2.094, p=0.037), Audit committee and reporting (β=0.226, t=3.853, p=0.000), Related risk/attributes, (β=0.238, t=4.893, p=0.000) exert a positive and statistically significant effect on Managerial Efficiency.

Generally, corporate governance has a significant positive relationship with managerial efficiency (r= .031, p= 0.01), which implies that there is a significant relationship between corporate governance and managerial efficiency. The decision rule for acceptance or rejection of null hypothesis is based on the criteria that when p value is less than 0.05, it is statistically significant hence, reject the null hypothesis. When it is greater than 0.05, it is non-significant hence, accept the null hypothesis.

Conclusion

This study investigated the relationship between corporate governance and managerial efficiency in public corporations in Nigeria and established the following -

i. That strict adherence to existing code of corporate governance is essential in achieving managerial efficiency in public corporations. This is shown in the findings of this study in the results of the Duncan's post hoc tests. The results show corporations with high percentages in the measures of the extent of compliance with corporate governance practices, also show equally high percentages in the level of apparent managerial efficiency recorded in them.

ii. There exists a statistically significant positive relationship between corporate governance and managerial efficiency is one of the conclusions drawn from the results of this study. This is implied in the result showing that as predictor of managerial efficiency, 64.4% of variations in the response variable (managerial efficiency) is accounted for by variations in corporate governance.

iii. The results of the analysis carried out on the reliability of the survey instrument used in this study found that there was a high level of internal consistency by the overall values obtained. Regarding the main independent variable, corporate governance, the overall reliability value was considered satisfactory at 0.848.

iv. This research work also concludes that majority of public corporations in Nigeria comply with codes of corporate governance though with varying degrees of compliance ranging between 59.9% - 80%. All the selected public corporations used in this study returned with mean values above the average (4) and percentage values above the benchmark percentage (57.14).

v. In conclusion, there is evidence of managerial efficiency in majority of Nigerian public corporations. The results of this study show respondents in agreement that five out of the six selected public corporations are managerially efficient in varying proportions with percentage ratings between 52% and 76%.

These conclusions run contrary to the assertion of Okoli (2004) that public corporations in Nigeria are managerially inefficient as they do not comply with codes of corporate governance. Ogohi (2014) is also of the opinion that Nigerian public corporations neither contribute to national development nor carry out their public service roles effectively and efficiently.

Theoretical and Managerial Implications

The findings of this study have important theoretical and managerial implications for governments, organisations and regulatory bodies in charge of each of the sectors where the public corporations used in this study belong to. In summary, a relationship was established between the variables of this study –corporate governance and managerial efficiency so that stakeholders can better understand and settle on what adjustments need to be made for the best possible mix of corporate governance elements to achieve managerial efficiency.

Some efficiency indicators for assessing individual managers were introduced in this study to provide better understanding and yardsticks for assessing their efficiency in future studies in the academia and by governments, regulators and other stakeholders.

The need for concerted efforts to improve on corporate governance systems in Nigerian public corporations, through a systematic examination of the corporate governance framework and modification of its elements to suit the context and peculiarity of public sector structure and mode of operations was established in this study.

In addition, it is imperative for all stakeholders to get involved in ensuring effective implementation of corporate governance code and practices in Nigerian public corporations.

Recommendations to governments, organisations and regulatory bodies

The following recommendations are suggested so that corporate governance practices in Nigerian public corporations can be improved upon and managerial efficiency.

i. An obvious point deduced from the results of this study is that public corporations in Nigeria generally do not adhere strictly or completely to the practice of corporate governance as expected as none of them though self-assessed, recorded up to 100% compliance rating. This directly impacts on the level of managerial efficiency in these public corporations and may be responsible for the negative perception of the public about them. It behoves the management teams of public corporations therefore, to strive for better and stricter level of compliance with laid down standards of corporate governance. This is because maximum compliance with these standards will ensure higher efficiency levels of managers in these public corporations and by inference, better satisfaction of stakeholder expectations.

ii. The findings of this study have shown that the level of compliance to codes of corporate governance vary from corporation to corporation which could be as a result of the effectiveness of the different regulatory bodies in charge. To achieve greater and better levels of compliance

therefore, it is recommended that each of the regulatory agencies diligently carry out their assigned regulatory responsibilities with rigid punishments for offending corporations who fall below expected standards.

iii. The parties affected by the activities of public corporations go beyond just the government. In view of the fact that other stakeholders which include suppliers, other financial investors in some cases, employees, managers, customers and the general public are also affected by the activities of public corporations; their satisfaction should also be given adequate attention. .

iv. This study also recommends that similar studies be carried out in other sectors of the economy to assess their compliance levels to prevailing codes of corporate governance and managerial efficiency, so that suitable steps could be taken to improve the efficiency of Nigerian public corporations to fulfil the expectations of the stakeholders.

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