

livelihood for residents in the rural areas, but also to meet the raw materials/inputs requirement for the agro-based industries in the domestic areas (Lipton, 2006). In the 1960s, agricultural commodities (especially cocoa) were the most important in the nation's economy with respect to its support and impact on domestic production, creation of jobs and boosting foreign exchange returns. This continue to be the position just that it changed in being the principal foreign exchange earner, and the position has been transferred to the oil sector. The Agricultural sector remained stagnant all in the name of discovery and increment in the patronage of the oil market which was experienced in 1970s, and this accounted largely for drop in aids provided to the economy national income. The changes in the share of agriculture with respect to Gross Domestic Product (GDP) revealed a substantial difference and sharp fall with the 1980s having 22.2% which is the lowest 48.8% share in the 1970s and 60% share in the 1960s.

Continuous changes in economic policies couple with neglect the agricultural sector has experienced and the results of the oil boom period were also some of the crucial factors that contribute to the decline in agricultural sector to Nigeria national income (National bureau of statistics, 2014). Invariably, this prevents the sector from contributing to areas that can help reduce the social menace or challenges the country is facing in areas like: poverty, malnutrition and standard of living of the citizens. The large population and emerging characteristics of the Nigeria's market create opportunities for a vibrant and focus internal market to increase the activities level in the agricultural sector but in spite of these opportunities, *agricultural marketing potentials in the country were no adequately exploited and this has been a large contributor to the underdevelopment of the agricultural sector in Nigeria*. The sector continues to rely most on traditional methods in sustaining the activities despite the continuous growth of the population without efforts in improving and increasing the value chain of their activities and improve their performance. This adversely affected the efficiency of the agricultural sector through its impacts to the economic growth experienced as well as its potential to carry out its conventional role of ensuring food security to the people among many others. This present situation of the sector has been blamed majorly on oil glut (Falola & Haton, 2008).

The goal of any producer is to get his/her commodities disposed of at maximum profit and theoretically, this is achieved at the point where the marginal cost involved in the production process equals the monetary offering of the products. The existence of markets to cater for the surplus production of the farmers is, therefore, an essential pre-requisite for agricultural development to take place. A market is a platform for both service seeker and provider to communicate and exchange values which is determined by the demand and supply forces (Ande, 2005). There are many importance expected to be performed in the markets, but majorly its assist in improving productivity and availability of farm produce. Also, it is expected to assist

in improving accessibility to raw materials (e.g. seeds, fertilizer, etc) which very important in increasing the productivity level of the farmers. Moreover, in a situation where there is availability and accessibility to viable markets to sell their end results, farmers will be encouraged to increase in their production activities (International Food Policy Research Institute, 2008).

Also, market assists in effectively and efficiently allocates and distributes the global food supply to the appropriate quarters. Agricultural market plays crucial role in economic development of countries especially the less-developed countries (IFPRI, 2002). The endemic food insecurity challenge in Nigeria to some extent can be traced to inadequate and inappropriate application of marketing practices in the country because it is a known fact that agricultural development of every nation depends on the effectiveness of the marketing strategies put in place to market produces. For instance, If the harvested produces are not properly marketed, it leads to glut which if not properly managed leads to wastage and food insecurity. Marketing of agricultural commodities such as rice, beans, yam, pepper, palm oil etc. in the rural communities are mostly carried out to generate income to feed self or sometimes the rest of the household. The agricultural produce traders in rural areas have failed to understand and take advantage of marketing decision areas as a result of lack of information, value chain management, bad roads and inadequate storage facilities. Therefore, this study examines marketers' socio-economic elements and the types agricultural produces marketed with interest of Edu Local Government area Kwara state, Nigeria.

Objectives of the study

The general objective of the study is to study the effect of marketers' socio-economic characteristics on agricultural produces marketed in Edu Local Government area, while the specific objectives of the study are to:

- i. determine the relationship between marketers' socio-economic characteristics and type of agricultural produce marketed in Edu Local Government Area;
- ii. determine the sources of information on agricultural produce marketed in Edu Local Government Area commodities.

Hypothesis of the Study

H_0 : marketers' socio-economic characteristics have no nexus with the type of agricultural produce marketed in Edu Local Government Area

LITERATURE REVIEW AND CONCEPTUAL CLARIFICATION

Marketing scholars have defined the term marketing differently though the differences in the definitions are just a matter of syntax as the substances in the definitions are the same. For instance, Kotler and Armstrong (2012) defined marketing as a social and managerial process which organization engage into with the aim of ensuring people (target audience) and organizations (farmer) obtain solutions to their problems by creating and exchanging value. Marketing was seen as an effective and efficient method through which human problem(s) are solved through provision of products that meet and exceed their expectations and create utilities in all forms. Consequently, the economic value of marketing cannot be unrecognized because it ensures utilities are created through the products.

Marketing involves all business functions organizations engaged into with the aim of offering the best solution to their target audience and also deals with production decision. In this regard, it can be hypothesized that the farmers various activities and decisions in relation to the type of crop to plant or the choice of animal to breed are marketing decisions. The major role of an integrated marketing system is to ensure utilities are created to the target audience in all forms so as to ensure the customers problem are solved and their expectations are met. Kempner (1976) observed that marketing involves the ways a given society or individual seek for economic products to satisfy their problems through the conception (product), distribution (place) and exchange of products. Hence, for any business that is concerned with solving people's problem must always provide the platform for marketing process. As this process account for a larger percentage of the organization performance especially the financial performance (profits).

However, marketing agricultural products kick start from the farm when the farmers harvest their produces but these produces according to Attahiru (2018) usually pass-through certain stages before they reach the final consumers in the market. To begin with, the farm may be stationed in a different location from that of their target audience which may be carried out for whole year. Second, in order to alter supply to meet demand, storage is required. Third, when food is gathered, it is rarely in a shape that is acceptable to customers. As a result, some process must be conducted which involve organizing, clearing, and processing varieties before being supplied to the respective target market. Finally, when the producer's produce leaves the production site, he expects a return, so some monetary commitment must be incurred in order to ensure the products get to the middlemen and finally to the target audience. In another perspective agricultural marketing may be seen as "any actions that influence the flow of commodities from farmers to consumers in order to achieve the farmer's objectives (Olukosi & Isitor, 1990).

Many people mistakenly believe that marketing function is the same as selling function. Selling is not the most important aspect of marketing from a micro perspective, rather, it is a crucial part of marketing (Olukosi & Isitor, 1990). Marketing agricultural produce thus ensure utilities are created to meet and exceed target audience expectations. Agricultural marketing, according to Kohls (1985), involves engaging in various activities which related with the effective and efficient product flow from the point of production to the target audience. As can be seen from the preceding definition of agricultural marketing, people with different interests will have varied perspectives on marketing. Consumers, for example, will want to buy as much as they can for the least amount of money feasible, while farmers will want to make the most money possible from the sale of their crops. Olukosi, Isitor, and Ode (2007) looked at agricultural marketing from series of points. It was seen as people-oriented processes who are involved in marketing, which could be farmers or business firms. Marketing of agricultural produce, in this context, is seen as the effective and efficient engagement various activities which results in flow of agricultural produces from the farm to the target market with objective of achieve the parties' goals.

The study of agricultural commodity marketing is necessary to aid in the transmission of information about the most recent agricultural products and the most specific location where they can be discovered or placed. The state of agricultural commodity markets contributes to the debate over the rationale and methods for managing agricultural and food product trade by elucidating the role of trade in improving food security and nutrition. It serves as a reminder to avoid attempting to determine the best set of policy instruments for managing trade (FAO, 2015) The first exchanges took place in the Middle Ages as a result of agricultural commodity trade. Agricultural products continue to be one of the most important commodities and futures contracts traded today (Farlex, 2012). The government may play an important role in boosting agricultural commodity productivity by assisting rural producers with some activities which can further influence their performance and productivity. Promoting the usage of information communication technology (ICT) which provide the opportunities for farmer groups or individually to have access to market survey data and professional guidance, both of which are essential for modern supply chain management and successful policy participation (World Bank 2007). Understanding the challenges connected with identifying obstacles that affect the provision of effective and efficient services especially at the beginning of agricultural activities to the last stage of taking to the market requires a study of the agricultural marketing system (Acharya & Agarwal, 2006)

Empirical Evidence

Musa, Reuben and Magaji (2013) investigated the challenges attributed to agricultural produce marketing in Nigeria with keen interest in milled rice women marketers in southern Taraba State, Nigeria. Data was analyzed using frequency counts and simple percentages. It was revealed from the analysis that the major challenge milled rice marketers are facing are; inadequate credit facilities, transportation problems, and inadequate market infrastructures. It was therefore recommended that there should be provision of adequate funds, transportation facilities to aid movement of farm produce, market infrastructures and agricultural extension services which may be provided by the stakeholders in the industry.

Okwuokenye and Onemolease (2011) examined the impact of socio-economic forces on marketing margins with keen interest in yam sellers in Delta State, Nigeria. Data were collected through questionnaire and it were analyzed using multiple regression. It was revealed from the analysis that transportation, loading, and off-loading, as well as payment of fees for squatting, selling permits, and security of yam tubers, were the major functions engaged in the selling yam tubers. It was recommended that the governments at all levels should build more feeder roads and rehabilitate existing ones so as to improve the movement of agricultural produce from the farm to the appropriate markets.

Another study carried out by Benjamin and Victoria (2012), titled marketing of agricultural produces with interest in rural farm households in Benue state. Questionnaire was used to collect data from 100 randomly selected sorghum marketers in Benue State. Data was analyzed using frequency tables for demographic data and the operational data was analyzed using t-test statistic. It was revealed that sorghum marketing in the study area is structured in such a way that it is easy to enter and exit, as well as to purchase and sell sorghum freely. The respondents also have a good understanding of pricing. According to the respondents, the government should provide enough security to limit the effect of theft as a marketing problem, particularly within the marketing square, and the research region should have a well-organized central market, among other things.

METHODOLOGY

The study adopted a quantitative research design and the population was made up of marketers of all agricultural produces in some selected markets in Edu Local Government Area of Kwara State, Nigeria. The size of the LGA area was 2,542km² with population of 201,469 people. The area's postal code is 243. The local government is located at latitude 4° 3'E and longitudes 8° 3'N-9° 15' N. It shares border with river Niger which was the origin of its name "Edu" which implies "a big

river" in the language of the Nupe people. Nupe lands consist of an agrarian population, where the major economic activities revolve around agriculture. The large population of seasonally flooded land has allowed a greater emphasis on growing rice, sugar cane, and onions. Other crops grown are millet, melon, vegetables and yams etc. cassava, maize and sweet potatoes are of secondary importance. The inhabitants are majorly Nupe speaking people, though most of them understand Hausa and Yoruba because of their farming business. They have cottage industries like traditional soap making, blacksmithing, brass work and tailoring etc. as well as modern industries like Nigerian Sugar Company Bacita and Quara rice factory.

A multi stage sampling technique adopted to select the sample size. Purposive sampling was initially used to select Tsaragi market and Gbuugbuu market and the justification for this was because they were well-established agricultural produce markets. The second phase involved selecting 120 respondents with the aid of Attewell and Rule (1991) proposition where it was suggested that a theoretical sample may be utilised to purposively select respondents that shows the desired characteristics that may assist the researcher in achieving the research aims and objectives.

RESULTS AND DISCUSSION

This section presents the results and discussions of the study and the test of the hypothesis.

Table 1: Demographic Characteristics of the Respondent N=120

Variable	Frequency	(%)	Mean
Age			30.32 years
<25	30	25.00	
25-35	67	55.80	
36-45	18	15.00	
46-55	3	2.50	
>55	2	1.70	
Gender			
Male	30	25.00	
Female	90	75	
Educational Status			
No Formal Education	83	69.20	
Secondary Education	23	19.20	
Tertiary Education	14	11.70	
Primary Occupation			
Farming	8	6.70	
Trading	111	92.50	
Civil Servant	1	0.80	
Years of Trading in the Market			9.63 years
1-5 Years	6	5.00	
6-10 Year	29	24.20	
Above 10 Years	85	70.80	
Distance to the Market			2.75 km
1-10km	116	96.63	
above 10km	4	3.33	

Source: Field Survey, 2021

Table 1 revealed that 25% of the traders falls below the age category of 25 years, 55.8% were between the age categories of 25-35 years, while 15% of the respondents were between 46-55 years, and the remaining 1.7% were above 55years of age. The mean age of the respondents was 30.32 years, this implies that the traders were mostly youths who were in their active and productive age. The table further showed that 25% of the respondents were male and 75% were female. This implies that women are actively involved in the labour force and contribute significantly to agricultural marketing. The result is in line with the findings of Mgbada (2000), Raman and Usman (2004) which established that rural women make up two-thirds of the work force involved in agriculture production and marketing.

As regards educational status, table 1 showed that 69.20% of the respondents had no formal education, 19.2% were educated with secondary school certificate, and 11.7% were educated up to the tertiary school level. The result from this table showed that majority of the respondents were non-literates and the literates went beyond the primary school level. This could be because the non-literates were unable to get white-collar jobs, therefore decided to trade in other to generate income. The literates also involved in trading as a result of limited employment opportunities. The result contained on the table showed that 92.5% of the respondents were primarily traders and 7.5% engaged in trading as a secondary occupation in other to augment their income.

With the respect to the years of trading in the market, 70.8% of the respondents have been trading in the market for more than 10 years, 24.2% have been there for 6-10years, and 5% have been trading there for 1-5yeras. The average years of trading in these markets was 9.63years. This implied that the respondents have been trading in this market for a long time, and this could be because the market was a favourable place to trade as it gave the traders little or no reason to trade elsewhere.

Finally, on the distance to the market, 96.63% of the respondents covered 1-10 km from their homes to the market, while 3.3% covered above 10km. the average distance covered was 2.75km. this implies that the market is situated close to the homes of the traders.

Table 2: Respondents' reliable and efficient source(s) of information

Source(s) Info	Frequency	Percentage (%)
Friends	13	10.83
Neighbours	52	43.33
Extension Workers	9	7.50
Radio	29	24.17
Television	17	14.17

Source: Field Survey, 2021

It was revealed from the analysis presented on the table 2 above that the reliable source of information to the traders was 43.33% from neighbours, 24.17% from radio, 14.17% from television, 10.83% from friends and 7.5% from extension workers. This means that the majority of the traders got their information from neighbours, radio and television.

This result concurred with study of Okwu (2009), who established the fact that interpersonal communication between people is more efficacious as their field of experience begins to overlap when they communicate. It is also in line with Omenesa

(1997) who observed that radio programs are usually timely and capable of extending messages to their audience no matter where they may be as long as they have a receiver with an adequate supply of power.

Table 3: Percentage of Different Agricultural Produces Marketed by the Respondents.

Types of Commodities Traded	Frequency	Percentage (%)
Groundnut	12	10.00
Rice	29	24.20
Beans	19	15.80
Melon	5	4.20
Fruits	4	3.30
Potatoes	4	3.30
Garri	8	6.70
Soya beans	1	0.80
Dried fish	9	7.50
Meat	6	5.00
Sorghum	1	0.80
Pepper	5	4.20
Animal skin (ponmo)	1	0.80
Maize	6	5.00
Palm oil	5	4.20
Yam	1	0.80
Yam flour	1	0.80
Cassava flour	3	2.50

Source: Field Survey, 2021

It was crystal clear that from the results on this table that the major agricultural produces sold in the market were Rice, Beans, Groundnut, Dried Fish and Garri, with percentages of 24.2%, 15.8%, 10.0%, 7.5% and 6.7% respectively. Rice was the most sold-out commodity in the study area with a frequency of 29 (24.2%). This, however, agrees with World Bank (1991) where it was observed that poorest third of urban households obtain 33% of their cereal-based calories from rice, and rice purchases represent a major component of Cash expenditures on cereals. Rice is also the most popular source of carbohydrate whereas beans are the most common protein meal, while Garri with dried fish or groundnut is a popular complement consumed in the rural areas. The low percentages (0.8%) for yam, sorghum, yam flour, soya beans and ponmo could either be because it's a seasonal commodity (yam), consumed in processed form (sorghum, soya beans) or have little or no nutritional value (ponmo). This means that the respondents trade commodities that would be highly demanded by the community members.

Table 4: The Rank of Respondents' Reason for the Choice of Market.

Choice of the Market	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean	Rank
Proximity	6 (5.0%)	10 (8.3%)	5 (4.2%)	51 (42.5%)	48 (40.0%)	4.04	4th
Market size	0 (0.0%)	4 (3.3%)	19 (15.8%)	37 (30.8%)	60 (50.0%)	4.28	1st
Accessibility	4 (3.3%)	3 (2.5%)	7 (5.8%)	37 (30.8%)	50 (41.7%)	4.21	2nd
Peaceful end	10 (8.3%)	16 (13.3%)	25 (20.8%)	39 (32.5%)	30 (25.0%)	3.53	6th
Perennial market	9 (7.5%)	12 (10.0%)	24 (20.0%)	44 (36.7%)	31 (25.8%)	3.63	5th
Cultural attachment	17 (14.2%)	19 (15.8%)	21 (17.5%)	36 (30.0%)	27 (22.5%)	3.31	7th
Language	18 (15.0%)	22 (18.3%)	19 (15.8%)	41 (30.8%)	24 (20.0%)	3.22	8th
Good pricing	2 (2.5%)	8 (6.7%)	16 (13.3%)	34 (34.2%)	52 (43.3%)	4.09	3rd

Source: Field Survey, 2021

It was revealed from the findings present on table 4 that the size of the market ranked 1st with a mean score of 4.28, followed closely by accessibility which ranked 2nd with a mean score of 4.21, and good pricing which ranked 3rd with a mean score of 4.09. Table 4 further showed that 33.3% of the respondents were in disagreement with the language being a reason for choosing the market, while 30% of the respondent also disagreed with the cultural attachment being a reason for choosing the market, both ranking 8th and 7th respectively. These findings revealed that market size, accessibility and good pricing were the major reasons the respondents decided to trade in this market, this could be because it is large enough to occupy enough traders, easily accessible and customers are ready to pay well. The finding also revealed that language and cultural attachment didn't attract the respondents to trade in the market compared to market size, accessibility and good pricing. This could be because the market accommodates traders of various languages who have different cultural beliefs.

Table 5: The Rank of the Problems Faced by the Respondents in Marketing Agricultural Produces

Problems	Not a Problem	Less Severe	Severe	Very Severe	Mean	Rank
Bad road	0 (0.0%)	1 (0.8%)	72 (60.0%)	47 (39.2%)	3.38	1 st
Warehouse problem	0 (0.0%)	10 (8.3%)	86 (71.7%)	24 (20.0%)	3.12	2 nd
Numerous check points	0 (0.0%)	79 (65.8%)	37 (30.8%)	4 (3.3%)	2.38	5 th
Instability of gasoline price	1 (0.8%)	77 (64.2%)	40 (33.3%)	2 (1.7%)	2.36	6 th
Multiple taxation	0 (0.0%)	103 (85.8%)	17 (14.2%)	0 (0.0%)	2.14	8 th
Harassment by law enforcement agency	0 (0.0%)	34 (28.3%)	82 (68.3%)	4 (3.3%)	2.75	3 rd
Middlemen problem	1 (0.8%)	73 (60.8%)	30 (25.0%)	16 (13.3%)	2.51	4 th
Distance	1 (0.8%)	96 (80.0%)	21 (17.5%)	2 (1.7%)	2.2	7 th
Insufficient farm produce	0 (0.0%)	35 (29.2%)	75 (62.5%)	10 (8.3%)	2.79	3 rd

Source: Field Survey, 2021

It is crystal clear from the table 5 above that bad road serve as a major problem faced by the traders as it ranked 1st with a mean score of 3.38. This is in consonance with Johnson's (1999) submission that poor road and expensive transport cost increases marketing cost and the substantial effect is usually felt by the consumers who bear the large percentage of the burden of the transport cost. This outcome could be because bad roads discourage potential customers to come from afar or disturbs the regular marketing activities such as transportation of the goods.

Table 5 also showed that the warehouse problem ranked 2nd with a mean score of 3.12%. This could be because the traders find it difficult to access adequate storage facilities; therefore, they are unable to manage wastage. The result was also in line with Ackerman (1999) and Autry (2003) that very poor condition and operation employees of warehouse are imposing difficult constraints on the ordering process and inventory management. The least severe problems were multiple taxation, distance, and instability of gasoline price which ranked 8th, 7th, and 6th, with mean scores of 2.14, 2.2 and 2.36 respectively. This could be because most rural dwellers do not pay their taxes regularly, the traders live close to the market and the price of gasoline does not directly affect their marketing activities.

Test of the hypothesis

H₀: marketers' socio-economic characteristics have no relationship with the type of produces marketed.

4.2.1 Table 6: Multiple Regressions

Variables	Coefficients	t-values	p-values
Age	3.873	11.571	0.002
Gender	5.739	13.362	0.000
Marital status	1.648	9.476	0.003
Religion	-0.710	-2.281	0.561
Educational level	2.618	13.428	0.001
Primary occupation	-1.512	-3.821	1.000
Years of trading	-0.551	-2.634	0.858
Distance to market	-0.261	-2.972	0.997
R² 0.631			
Adj. R²	0.579		
F-probability	0.000		

*Significant at p0.05

Source: Printout from SPSS, 2021

The power of the model in explaining the variation in the dependent variable caused by the change in the independent variables is highlighted in the regression table above through adjusted R². This coefficient measures the goodness of fit. The model shows a good fit with the coefficient of 0.579 (adjusted R²= 57.9). This explains that 57.9% variation in the type of agricultural commodity marketed is explained by the change in the independent variable that is, age, gender, marital status, religion, education level, primary occupation, years of trading and distance to market. This result further revealed that the null (H₀) which states there is no significant relationship between marketers' socio-economic characteristics and the type of produce marketed should be rejected if the p-value is less than 0.05. The study hereby rejects H₀ for gender, age, marital status and educational level as they had p-values which were less than 0.05. Therefore, a significant relationship exists between (age, gender, marital status and educational level) and the type of agricultural commodity marketed. The reason for this could be because female traders tend to market mostly commodities such as rice, beans, yam etc. which are regular food-stuffs familiar to them, the educated elites tend to choose commodities that would generate higher profit both in the long and short-run whose excesses can be managed, the married respondents do not have themselves alone to cater for, but a family so are likely to trade variety of goods to generate more profit, same applies to the older respondents who tend to have more responsibilities than the younger respondents. The findings of this present study aligned with that of Okwuokenye and Onemolease (2011) which focused on the impact of yam sellers' socioeconomic factors on marketing margins among yam wholesalers in Delta State, Nigeria.

CONCLUSION AND RECOMMENDATIONS

Based on the outcome of the research, it can be concluded that there is a relationship between marketers' socio-economic characteristics and the type of agricultural produces the traders marketed in Tsaragi market and Gbuugbuu market at Edu Local Government, Kwara state.

The following recommendations were made to assist marketers of agricultural produces in the study area in their marketing activities:

Agricultural produces marketers should revive the marketing programmes and strategies to take advantage of the relationship that exist between their socio-economic characteristics and the type of agricultural produces they marketed. This could be done by exploiting marketers' socio-economic characteristics such as age, gender, marital status and education to determine the types of produces they should engage in. Also, the agricultural marketers should liase with government agencies in order to further develop marketing activities in the area.

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ADAPTIVE ORGANISATIONAL CULTURE AND ORGANIZATIONAL SURVIVAL: A STUDY OF LUBCON NIGERIA LTD

SULEIMAN, Ahmed Aremu

Department of Business Administration, Faculty of Management Sciences, University of Ilorin, Ilorin
E-mail: suleiman.aa@unilorin.edu.ng; aremu.ahmed40@gmail.com

NASIRU, Liman Zuru

Department of Business Administration, Faculty of Management Sciences, Usmanu Danfodiyo University Sokoto, Nigeria.
E-mail: limannasir@yahoo.com

Abstract

Organizational culture over time has not only been recognized as one of the critical resources for effective performance but also seen as one of the important tools for success in dynamic business environment. However, apart from limited empirical evidence on the effect of adaptive culture on business survival, there were equally disparities in the conceptualization of the concept all over. Therefore, this study examines how LUBCON Nigeria Ltd uses adaptive culture variables to cope with the changing nature of the business environment. The study adopted a descriptive survey research design by obtaining primary data with the use structured and self-administered questionnaire to 216 respondents out of 470 staff of LUBCON Nigeria Ltd. Multiple linear regression analysis was used to test the hypothesis set for the study. The result of the study showed that adaptive organizational culture has significant impact on organizational survival (R-Square of 0.388, p-value=0.0001). The study concluded that cultural adaption has influence on the survival of the organisation. The study therefore recommended that business organizations should promote adaptive cultural variables in order to boost their survival level in dynamic business environment.

Keywords: Adaptive culture, External focus, Organizational survival, Process orientation, Pro-activeness, & Strong sense of ownership

INTRODUCTION

Internationally, an increased research effort has been shifted to the need for organizations to learn and respond flexibly to various demands from dynamic competitive business environments in order to guarantee its sustainability. This is because, the findings of many research efforts have shown that inflexibility and inability of organizations to learn and adapt to the environmental changes are cogent factors hindering organizational success. Nationally, academicians and practitioners have equally shown a keen interest to the nature of a firm's culture. Due to the