

IMPACT OF INSTITUTIONAL PRESSURE ON PERFORMANCE OF MTN IN ADAMAWA STATE

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ABSTRACT

Adamawa State. The main objective of this study was to examine the relationship between institutional pressures and performance of MTN, and as well evaluates the impact institutional pressure has on performance of MTN. However, explanatory survey designed was used. The population of the study was 550 MTN distributors in four selected local government Areas of Adamawa State. 226 MTN distributors were used as sample size of study. Further, 226 questionnaires were administered to the MTN distribution in the four selected LGAs. The data collected were analyzed using correlation and Multiple Regression. Four assumptions of regression were tested. The major findings of the study is that there is significant relationship between institutional pressure and organizational performance, and Institutional pressure has a very strong positive impact on organizational performance. Therefore, the study concluded that Institutional pressure had the potential to positively and significantly relationship with performance of MTN. Consequently, the study recommends MTN-friendly policy with specific focus on encouraging MTN customers.

Keywords: Institutional Pressure, Organizational performance, Coercive Pressure, Normative Pressure, Mimetic Pressure.

1. INTRODUCTION

Organizations face tough economic uncertainty, due to complex technologies and dynamic innovations in recent years. Lack of Infrastructures, administrative bureaucracies and regulatory bodies, law courts and professionals contribute to the fragile environment of sub-Saharan Africa (Oyeyinka, 2006). Thus, closely resemble what Whitely, (1999) denotes as fragmented environment, characterized by low trust in formal institution often in large perceived distance between the state and firms. These have effect on the way organizations operates and to a larger extent can dictates bottom-line results. In Nigeria, how do firms react to these pressures exerted on them? However, it was empirically revealed that external pressure has significant impact on how firms operates which in turn affects the performance Fisher, Wasserman, Wolf, and Wears, (2008). They focused only manufacturing sector (Riahi-Belkaoui, 2003), in service or financial sector stock exchange in Australia (Clarke, Seng & Whiting (2011) and in highly intensive technological sectors in Malaysia, but no evidence was shown from the African perspectives or more specifically in Nigerian context or more deeply the administration of MTN. It is against this background this study was conducted. The objectives are formulated as to, examine the relationship between institutional pressure and performance, as well as to evaluate the impact institutional pressure has on performance.

2. LITERATURE REVIEW

Institutional Pressure

Theories and research on institutionalization have generated valuable insights in the processes that define and explain institutionalization in organization environment and their influence on organizational conformity. Early version of institutional theory placed particular emphasis on, the taken for granted character of institutional rules, myths and beliefs as shared social reality, and on the process by which organization tend to become instilled with value and social meaning Berger and Luckmann (1967). More recent treatments of institutionalization have elaborated the nature and variety of these institutional process (DiMaggio, 1983; Meyer & Rowan, 1977). Moreover, institutional theory can accommodate interest seeking active organizational behaviour when the organization react to institutional pressure expectations are assumed to be invariably passive and conforming across all institutional condition. Never the less, (DiMaggio & Powell, 1991; Selznick, 1949;) the early proponents of institutional theory, hold a view that firms have no choice but to comply and conform

to the collective norms and beliefs to ensure their survival, hence, organizational choices is by and large constrained by multiple external forces there by not allowing them to operate free will. One of the main assumptions of institutional theory is that organizational choices are constrained by multiple external pressures, and the organizations do not express free will i.e. Early proponents of institutional theory hold a view that firms have no choice but to comply and conform to the collective norms and beliefs to ensure their survival (DiMaggio & Powell, 1991; Selznick, 1949)

Accordingly, institutional theorist has addressed both institutional and technical pressures Scott (1987) Institutional theory put much emphasis specifically on the pressure and constraints of the institutional environment. In view of that, Scot, (1987a) defined institution as the government agencies, regulatory bodies, law courts and professionals. Subsumed to this, all the institutional agencies that exerts pressures and expectations not necessary a government or constituted authority but also a formidable interest groups, trade unions and public opinion (Scot, 1987b).

Components of institutional pressure (IP)

The foundational proposition of institutional theory is that organization tend to become increasingly isomorphic over time as they collectively incorporate templates for organizing from their institutional environment in search of legitimacy Heugens & Lander (2009). The leading researchers of institutional theory, (DiMaggio & Powell, 1991; Scott 1987; Selznick, 1949;) posits that Institutional theory identifies three conceptually different mechanisms through which organizations come to reflects their institutional environment as Coercive, Normative and Mimetic isomorphism. With isomorphism being the constraining process that forces one Unit in a population to mimic or resemble other units that face the same set of environmental condition DiMaggio (1983) In a related development, Hoffman and Ventresca (1999) also identified Three Institutional forces as Coercive, Normative and Mimetic pressures.

Coercive pressure

According to Beckert (2010), coercive pressure is isomorphism induced by power. Similarly, Ashworth *et al.* (2009) posits coercive pressure as the external forces exerted by government, regulatory or other agencies to adopt a structure or systems that they favour. These pressures are often associated with legal requirements; health

and safety regulations etc. but may also stem contractual agreement with other actors, which constrain organizational variety. In addition, Hoffman and Ventresca (1999) argue that coercive pressures are forces that commonly take the form of regulation and are based on legal sanction to which organization accede for reason of expedience. Under coercive scheme a firm is guided to environmental compliance or risk of facing legal action. King and Lenox (2000) argue that even in the absence of explicit monetary penalties, other means of enforcing compliance are available. Revealing the performance of members to external stake holders can cause intense and pressure on laggards.

Coercive isomorphism encompasses a pressure placed upon organization by entities in the institutional environment with the objective of constraining the organizational strategic choice such that it forced to conform to institutional expectation Joshi (2013).

Simply put, coercive pressure is the type of pressure which emanates from another organization upon which the organization under study is dependent and by cultural expectations in society, resulting in organization becoming more DiMaggio (1983) such as the influence of social partners like trade unions, works council labor legislation and government in human resource management (Paauwe & Boselie 2003).

Normative pressure

Normative pressure describes the effects of professional standard and the influence of professional communities on organizational characteristics. They capture the ways in which organizations are expected to conform to standards of professionalism and adopt system and techniques considered to be legitimate by relevant professional groupings. These norms are conveyed through education and training of professionals and certification processes accredited by professional bodies Ashworth & Vaidyanath, (2009). Similarly, normative pressure reflects the values, beliefs, norms and assumptions about human action and defines goal as well as the appropriate means to pursue them (Scott, 2003). To the same vein, Gartner, Larson & Allen (1991) postulates that normative pressure comes from the common cognitive base of shared understanding and definition of the norms and legitimated actions within the professional arena. In addition, according to Delmas & Toffel (2004),

normative pressure takes the form of “rule of thumb”, standard operating procedure (SOP), education curriculum, social norms or community codes.

Normative aspects of firms are based on social obligations that reflect a particular set of norms and values (King & Lenox, 2000). The formation of industry standard such as responsible care, help creates and codify new values and norms that penetrate into structures of participating firms, changing their preferences and their routines (DiMaggio & Powell, 1991; Hoffman, 1999) such new values and norms can be found in the text of responsible care guiding principle and code of management practice. in addition, participating firms in the responsible care program must abide to codes that addresses how the firm s interacts with the community.

Several studies revealed the linkage of normative pressure on organizational practices, most especially the adoption of new technology, (Nor-Aziab & Scapens, 2007; Philopidou, 2008; Tsamenyi, 2006). Philopidou (2008) concluded that adoption of new technology has impact on organizational performances and firm competitiveness, however no direct linkage with normative pressure on its study.

Mimetic pressure

Mimetic pressure are forces to copy or emulate other organisation’s activities, systems or structures, innovations that are deemed to enhance legitimacy are seen as desirable, especially under condition of uncertainty where actors cannot be sure of the relationship between organisational means and ends Ashworth et al. (2009). In addition, mimetic pressure makes firms evaluate their position in the industry in an effort to imitate the behaviour of those companies/organizations that are profitable and respected (Rivera &. De Leon, 2004). Mimetic behaviour occurs when firm do not understand new technology, when goals are ambiguous or when the political environment is uncertain, under such constraint, firm/organization may choose to model themselves on other organization (DiMaggio & Powell, 1983).

In addition, Lenox and King (2004) suggest that mimetic forces help firm achieve self-regulation through disseminating information on best practices, which aggregate learning to the firm’s knowledge base. In a related development Rivera & De Leon (2004) suggest that firms adopt strategies through a modelling process based on the practice of other organization that are perceived a successful. Similarly, King & Lenox (2000) articulate further that the easiest way to transfer such valuable

information is through the standard itself. Meaning standard has to be adhered to which will invariably lead to the improving performance of the organization

Performance

Performance refers to the measurement of the interaction between the business and the environment (Joshi & Nathaniel, 2013). Performance can be measured in terms of various indexes that assess the reduction of firms' environmental impacts in a number of categories, each measured by a separate item variable (Wagner & Schaltegger, 2004). One of the most debatable and yet important variables is institutional pressure. Firms were encouraged to use both financial and nonfinancial measures and to be linked with the overall system in performance measurement (Bontis, 1998). Even though, it was also recommended to distinguish between financial and non-financial performance measures (Venkatraman and Ramanujan, 1986).

Thus, financial measures signify achievement of economic goals of an organisation while, nonfinancial trade-off between growth and profitability (Zahra, 1997). This study highlights and is consistent with the view that, when capabilities are valuable, scarce and idiosyncratic then such resources have become a key for sustained competitive advantage (Barney, 1991; Srinivasan *et al.*, 2011; Olavarietta & IJellinger, 1997; Shang & Marlow, 2005).

Financial Performance: refers to the achievement of economic goals of an organisation (Stam *et al.*, 2014) and can be measured through returns on investment, increases market share, higher net income, return on assets (ROA), return on equity (ROE), revenue growth (RG) and employees' productivity (EP) (Clarke *et al.*, 2011). Similarly, Non-Financial performance: Refers to organisations operational effectiveness and overall response to competition (Stam *et al.*, 2014; Bontis, Chua Chong Keow, & Richardson, 2000; Abdullah & Sofian, 2012). However, this study considers non-financial only as the dependent variable and can be measured from three different dimensions of performance that include: reputation and competitive advantage. Performance of MTN will be measured with the model as adopted (Gioia & Thomas, 1996; Batatineh and Zoabi, 2011).

3. METHODOLOGY

Explanatory survey design was adopted. This is because the study sought to explain the relationships and evaluation of impacts. Quantitative method is advocated as a maximized objectivity, replicability and generalizations of predictions (Harwell, 2011). Consistent with the above, this study used quantitative tools to; determine experts' consensus on institutional pressure and performance. Secondly, examine the relationships between the institutional pressure and performance and evaluates its impacts.

This study investigated MTN in four local government areas in Adamawa. Nevertheless, the study employed quantitative data collection method applying correlation analysis to test the relationship between institutional pressure and performance. Regression analysis was used to determine the impact Institutional pressure has on performance. Primary data were collected for the study. Structured questionnaire is the instrument used and it measures institutional pressure and was administered personally by the researchers.

Table 1
Population of MTN Distributors in Four Local Governments in Adamawa State

Local governments	MTN distributors	Sample size
Yola North LGA	200	74
Yola South LGA	180	52
Girei LGAA	70	40
Numan LGA	100	60
Total	550	226

Source: National Bureau of Statistics (2016)

From Table 1 above, a restricted/complex probability stratified random sampling based on disproportionately stratified random sampling was adopted, as this is more appropriate for use in this research (for true reflection of the entire MTN. The sample size for this study was drawn from the population of 550 using Krejcie and Morgan (1970) sample. Therefore, the sample size for this study was 226 MTN distributors across the four local government areas.

The variables (Institutional pressure (As adopted from Gioia and Thomas, (1996)) and organizational performance) of the study were measured with coercive, normative, mimetic, and organizational performance, with specific questions to include;

Coercive pressure

Corporate policies, plans and decisions of MTN will be influenced by central government's regulations, Corporate policies, plans and decisions of MTN will be influenced by regional resource savings, Potential conflicts between process and environmental regulations will affect our organisation's strategic environmental management, National resource savings and environmental regulations will influence our organization, Regional resource saving and conservation will influence will affect our organisation, and Our green environmental management will be influence by central government's environmental regulations.

Normative Pressure

Environmental awareness of our consumers will affect our waste emission policy, our green environmental management will be influence by public environmental regulations, our firm, establishment of green image is extremely important, our green environmental management will be influence by cost of pollution prevention, our green environmental management will be influence by regional government's environmental regulations.

Mimetic Pressure

The green environmental management of our firm will be affected by competitors' green environmental protection strategy, The green environmental management of our firm will be affected by professional environmental protection groups, To maintain the competitive advantage of environment-friendly textile product will influence our firm's green environmental management, Industrial professional group activities, and Our competitors' earlier implementation of intellectual best practices provides a benchmark and guidance for our organisation's implementation

Organizational Performance (Joshi & Nathaniel, 2013)

My firm employees have accessibility to the information system required to perform their jobs and this has improve our reputation and increase our productivity, Process improvement and innovation of its products, services and systems are actively done

in order to improve my firm's performance as well as to reduce the cost, We use extensive and advanced integrated management systems in our business operations to better serve our customers, Our company's work environment is somehow that employees can easily fit in space cooperation and share their new ideas and creativity with other colleagues, Policies, procedures and work instructions in our firm departments are based on Knowledge and information and embedded in structure, systems, procedures, manuals and databases, In comparison to other firms, our firm's employees relatively have the competitive capabilities.

RELIABILITY AND VALIDITY TEST

The internal reliability of Variable ranged from 0.840 to 0.885. Alpha Coefficient of 0.6 was set as the minimum criterion. The result has shown that institutional pressure provided by coercive (0.836), Normative (0.846) and mimetic (0.840) while had the coefficient (0.885) and organizational performance has 0.862. Therefore, composite reliability was estimated to evaluate the internal consistency of the measurement model. All of the compound reliability measures were 0.5 and above. The outcome concluded that the measurement scales of the constructs were stable and consistent in measuring the constructs. Looking at the reliability coefficients of all variables on Table 2, all the dimensions are above the minimum criterion 0.6 (Taber, 2018).

Face validity was adopted and experts in the field of institutional pressure vetted the questionnaire in terms of language, relevance and coverage of the topic this gives the instrument content validity.

Table 2
Reliability Result of the Variables.

S/N	Variables	No. of items	Cronbach's alpha
1	Coercive	6	0.836
2	Normative	5	0.846
3	Mimetic	5	0.840
4	Organizational performance	6	0.862

Source: Field Survey, 2016

4. ANALYSIS AND INTERPRETATION

Demographic Profile of Respondents

In table 3, the findings from the research study as regards Gender revealed that the majority of the respondents were male with 132 (58.4%), while 94 (41.6%) were female. Also, as regards education revealed that a significant majority of the respondents are those with bachelor degree 36.7%, followed by those with master degree 23.5% and primary education. The least are those with doctorate degree and secondary certificate with 7.5% and 8.8% respectively.

Table 3
Demography Analysis

Variables		Frequency	Percentage (%)
Gender	Male	132	58.4
	Female	94	41.6
	Total	226	100.0
Education		Frequency	Percentage (%)
	Primary	53	23.5
	Secondary	20	8.8
	Bachelor degree	17	36.7
	Master degree	83	7.5
	Doctorate degree	53	23.5
Total	226	100.0	

Source: Field Survey, 2016

Regression Assumption Test

The test of assumptions of multiple regression were carried out in order to test whether there is violation of assumption through the following: Autocorrelation and collinearity

Autocorrelation test

From Table 4, the Durbin Watson test for Autocorrelation was 2.077 this shows that there is no violation in the assumption from the result. Since the acceptance critical criterion of Durbin Watson is between 1.5 and 2.5, for this study the value is within the range of critical criterion. Therefore, it assumes that there is no first order autocorrelation in the data.

Multicollinearity test

Multicollinearity is a high degree of correlation (linear dependency) among several independent variables. It commonly occurs when a large number of independent variables are incorporated in a regression model. From the result of the regression it can be seen that there is no evidence of multicollinearity since the VIF is 1.469. The VIF acceptance range is between 1 and 10 (Keith, 2006; Shieh, 2010). In this study the VIF is 1.469. and it shows that regression was not violated and there is no problem of multicollinearity.

Multiple Regressions Analysis

A multiple regression is a statistical technique used to derive an equation that relates a single continuous dependent variable to two or more independent variables (Churchill & Brown, 2004). Multiple regression analysis was used to examine the relationship between institutional pressure and MTN performance.

Relationship between institutional pressure and organizational performance

Table 4

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.844 ^a	0.713	0.709	3.28941	2.077

a. Predictors: (Constant), MMT, COS, NOMT

b. Dependent Variable: ORGPERF

Note: MMT: Mimetic, COS: Coercive, NOMT: Normative ORGPERF: Organizational Performance

Source: Field Survey, 2016

Table 4 represents multiple linear regression model summary. It reveals that R=0.716 for the overall dimensions suggested that there is significant relationship between of these independent variables institutional pressure on organizational performance. The coefficient of the determination that R. Square (R^2) = 0.713 which represent 71.3% variation of the organizational performance due to the institutional pressure, which in fact, is a strong explanatory power of regression.

Table 5
ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	5971.341	3	1990.447	183.956	0.000 ^b
	Residual	2402.092	222	10.820		
	Total	8373.434	225			

a. Dependent Variable: ORGPERF

b. Predictors: (Constant), MMT, COS, NOMT

Note: MMT: Mimetic, COS: Coercive, NOMT: Normative ORGPERF: Organizational Performance

Source: Field Survey, 2016

From Table 5, it is observed that the value of F-statistics or ANOVA test is 183.956 and the significance is less than 5% ($p < 0.05$). This indicates that the overall model was reasonable fit and was statistically significant. Moreover, it also indicated that the null hypothesis is rejected and alternate hypothesis is accepted. Hence it can be summarized that institutional pressure dimensions have significant effect on Organizational Performance.

Table 6
Coefficients^a

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
1	(Constant)	1.975	0.787		2.510	0.013	
	COS	-0.011	0.045	-0.011	-0.243	0.808	0.681
	NOMT	0.066	0.053	0.058	1.236	0.218	0.581
	MMT	0.992	0.054	0.815	18.356	0.000	0.655

a. Dependent Variable: ORGPERF

Note: MMT: Mimetic, COS: Coercive, NOMT: Normative ORGPERF: Organizational Performance

Source: Field Survey, 2016

Table 6 shows the coefficient of the variables which indicated that coercive has $\beta = -0.011$, $t = -0.243$, $P=0.808$, this shows that there no is significant relationship between coercive pressure and organizational performance, null hypothesis accepted. The second variable is normative pressure which has the $\beta = 0.058$, $t = 1.236$, $P=0.218$ it indicates that there is no significant relationship between normative and organizational performance, so the null hypothesis is accepted. Mimetic pressure has $\beta = 0.815$, $t = 18.356$, $P=0.000$ this shows that there is high significant relationship between Mimetic pressure and organizational performance, therefore, the null hypothesis is rejected.

Impacts Institutional Pressure has on Organizational Performance

Table 7
Correlation

Variables		INPRES	ORGPREF
INPRES	Pearson correlation	1	0.690**
	Sig. (2-tailed)		.000
	N	226	226
ORGPREF	Pearson correlation	.690**	1
	Sig. (2-tailed)	.000	
	N	226	226

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

In order to evaluate the strength of the relationship existing between institutional pressure, there is need to obtain the correlation coefficients for both relationships. Table 7 represent the correlation coefficients for each path, that is, the links between each of the variables, and is statistically significant. These results indicate that a positive relationship exists between institutional pressure and organizational performance. Also, the strength of this relationship indicates a very strong relationship with a coefficient of 0.690 (69%). This came to close to our R. Square (R^2) = 0.713 which represent 71.3% variation of the organizational performance due

to the institutional pressure. The null hypothesis is rejected thus. These results indicate that, at the bivariate level, each of the conditions necessary to test for the possible relationship between the variable has been met.

Findings and Interpretations

There are the major findings after testing the hypotheses:

There is significant relationship between institutional pressure and organizational performance. This shows that there is significant relationship between institutional pressure and perceived organizational Performance. So, it is fair to say that Institutional pressure is strongly associated with performance. Similarly, relationship was also found between Institutional pressure and market value and financial performance Chen *et al.* (2005). This result is in agreement with some past research findings. Maditinos *et al.* (2011) revealed that institutional pressure has an effect on economic performance. Komnenic and Pokrajeic, (2012) documented that institutional pressure is positively and significantly correlated to profitability (ROA and ROE) and productivity.

Thus, these justifications would invariably signify the importance of institutional pressure and its contribution to organizational performance. The overall summary is that institutional pressure has significant relationship with organizational performance, and an increase in institutional pressure would lead to an increase in organizational performance, however institutional pressure was not fully utilized in the study area. Institutional pressure had the potential to positively and significantly exert influence on organizational performance and yet had only been marginally used by the consumers in the study area.

The study findings also revealed that although the coercive pressure and one of the dimensions of institutional pressure had the capability to positively relate with organizational performance but had not been fully utilized by MTN to its own advantage. Therefore, MTN organization should therefore, study the nature of the operating environment and factors that do exert pressure in order to increase their performance. However, elements of institutional pressure, availability and costs of labor services do not constitute hindrances to performance of organization.

5. CONCLUSION AND RECOMMENDATION

This study has employed descriptive approach to examine impact of institutional pressure has on MTN performance. Analysis was based on three elements of institutional pressure (Coercive pressure, normative pressure and mimetic pressure). The overall summary is that, Institutional pressure had the potential to positively and significantly relationship with organizational performance of MTN. Consequently, the study recommends MTN-friendly policy with specific focus on encouraging MTN customers. Such policy should evolve special incentives for women to attract them to enterprise ventures. Equally important is the need to direct moderating influences of trade associations at legal- regulatory and policy initiatives of relevant policy makers and agencies to ease access to external finance and, thus, enhance job creation and employment capacities of the entrepreneur. Tax and other incentives like reducing costs of registration, licensing, permits and signage in order to reduce the finance burdens of the entrepreneurship performance in the State MTN are also recommended. This will enhance their capacities to create jobs and generate employment. Most importantly, there is the need for the government of Adamawa State to evolve practical policy measures to drive the traditional measures of providing external finance, tax and other incentives and infrastructure. For instance, such measures should include industrial cluster strategy and stimulation of local demand for products of the MTN by making it mandatory for the appliances and equipment needs of government institutions and agencies to be, at least, 80% of MTN' outputs.

Contributions to Knowledge and Suggestions for Further Studies

This study contributes to existing literature on performance of MTN and institutional pressure by identifying which of the dimensions has significant effect on Organizational Performance. This study is limited to only MTN organization; further study should be done on other organizations in other industries. The study is also limited to selected local government in Adamawa state, further study can be done on the entire local government of Adamawa state.

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