# BUSINESS CONTINUITY MANAGEMENT AND THE PERFORMANCE OF PRIVATE TERTIARY INSTITUTIONS IN NIGERIA: EVIDENCE FROM THE COVID-19 PANDEMIC ERA

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# IGBINEDION UNIVERSITY, OKADA, EDO STATE

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# BEING A M.Sc. DISSERTATION PRESENTED TO DEPARTMENT OF BUSINESS ADMINISTRATION, COLLEGE OF BUSINESS AND MANAGEMENT STUDIES, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF SCIENCE (MSc.) IN MANAGEMENT, IGBINEDION UNIVERSITY, OKADA

**SUPERVISOR: DR. EHIJIELE EKIENABOR**

# 2021

# DECLARATION

I declare that:

1. This project was based on a study undertaken by me Osaretin Peter Egharevba in the Department of Business Administration, Igbinedion University under the supervision of Dr. Ehijiele Ekienabor.
2. This work has not previously been submitted elsewhere for the award of any degree.
3. All ideas, opinion, and views are product of my personal research and where the views of others have been expressed, they have been duly acknowledged.

# Signature: ---------------------------------

**Name: OSARETIN PETER EGHAREVBA**

# Matriculation Number: PG/14/0006/BMS Date: -----------------------------------

# CERTIFICATION

I certify that this research was carried out by Osaretin Peter Egharevba with matriculation number PG/14/0006/BMS of the department of Business administration, Igbinedion University, Okada, accepted in partial fulfilment for the award of Bachelor of Science Degree Business Administration under the supervision of Dr. Ehijiele Ekienabor.

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# Prof Raph Adeghe Date

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# External Examiner Date

# DEDICATION

This work is dedicated to God Almighty for His divine love and mercies throughout my stay in the university.

# ACKNOWLEDGEMENTS

My deepest gratitude goes to God Almighty who is the author and finisher of our fate and who made my dream a reality.

Special thanks go to my wife and children, my foundation and pillar, I wouldn’t have wished for better ones. To my wonderful and amazing siblings who always encouraged me I say thank you all.

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# Abstract

The research investigates the impact of Business Continuity Management on the performance of private tertiary institutions in the Covid-19 pandemic era in Nigeria. The main objective of this study is to examine the effect of Business Continuity Management Strategy (organization preparedness and embeddedness of continuity practices) on the performance of private tertiary institutions in the Covid-19 pandemic in Nigeria. The specific objectives are as follows; to determine the relationship between BCMS and student enrolment in the Covid-19 pandemic era in Nigeria, and to find out the relationship between BCMS and salary payment during the Covid-19 pandemic era in Nigeria. To elicit information that would help achieve the objectives, and to test the formulated hypotheses, questionnaires were distributed to 100 selected senior non-teaching staff of Igbinedion University. The data collected was subjected to Spearman's rho coefficient correlation analysis. Results from the test revealed that there is a positive significant relationship between BCMS and student enrolment during the Covid-19 pandemic era in Nigeria. There is a positive significant relationship between BCMS and salary payment in the Covid-19 pandemic era in Nigeria. Following the findings of the research, the study recommended that management should commit to ensuring business functions and ensuring that services are operating at an acceptable condition under crisis situation and service disruptions, as this is a crucial element of the overall corporate strategy. Also, organisations should endeavour to embed continuity practices as this would contribute to positive business impacts in which the organization will become more robust, capable to minimize the potential risk of incidents and recover more speedily as compared to its rivals.

***Keywords:*** Business Continuity Management Strategy, volume of sales, salary payment, organization preparedness, embeddedness

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# CHAPTER ONE INTRODUCTION

# Background to the Study

The COVID-19 emergency has urged companies to operate in new ways to face supply chain interruptions, shifts in customer demand, and risks to workforce health. The organizational ability to respond to critical contingencies is crucial for business leaders in the perspective of continuing business. The world is currently dealing with the reality of the Coronavirus (COVID-19) Pandemic, which has led to a huge economic loss for thousands of businesses across the globe. This loss is out rightly attributed to the government's order of shutting down business operations (Tashanova, Sekerbay, Chen, Luo, Zhao & Zhang, 2020).

Since the first months of 2020, the world has experienced an unprecedented health emergency generated by the global diffusion of coronavirus pneumonia (COVID-19) epidemic, which rapidly spread from China to most world countries. The World Health Organization (WHO) on March 11 declared COVID-19 a pandemic and, as of November 30, the WHO’s website reported about 62M confirmed cases; 1.5 M confirmed deaths; and 220 countries, areas, or territories with cases. Besides representing an extraordinary health and social emergency, the pandemic is also a major threat for companies and the continuity of their business processes. Whereas business continuity represents a strategic organizational capability (Wong, 2009) also associated with resilience (Parker & Ameen, 2018; Sabatino, 2016; Sahebjamnia, Torabi & Mansouri., 2015; Schätter, Hansen, Wiens & Schultmann,

2019), past literature have specifically discussed the relevance of crisis management for the survival of organizations (Laufer, 2015).

A systematization effort was also conducted to identify key research themes and trends in crisis management (Coombs & Laufer, 2018) along the different pre-crisis (prevention and preparation), crisis (response), and post-crisis (learning and revision) activities (Coombs, 2015). The interest in investigating business continuity and companies’ ability to respond to a critical scenario is significantly relevant in the current global emergency. The difficult contingency caused by COVID-19 represents an important context to investigate companies.

A disaster can be described as a serious disruption of the functioning of a community or society involving widespread human, material, economic or environmental losses and impacts, which exceed the ability of the affected community or society to cope with using its own resources as described by the International Federation of Red Cross and Red Crescent Societies (IFRC). Though often caused by nature, disasters can also have human origins. International literature on disaster management usually classifies epidemics and pandemics as disasters. Whether a disaster is formally declared is not important here. It is important to recognize that a disaster type of situation can put affected businesses under significant stress, including failure for those businesses that are less fortunate or less capable to directly respond. While the COVID-19 pandemic does not involve as much physical destruction of businesses, which we are used to when discussing natural disasters like floods or earthquakes, the situation of a pandemic bears many similarities because the effects on business come as a

shock (without early warning) and because a significant number of businesses are affected in a very short time.

COVID-19 outbreak arrived the shore of Nigeria when the country was recovering from economic recession. The health crisis gave rise to a number of challenges such as heightened economic contraction, job losses, high inflationary pressure, increased unemployment rates, increase crime among others (Iwedi, Kocha & Onaakpono, 2020). COVID-19 pandemic actually, carries exceptional challenges. Melodramatically, there has been fall in basic demand for many goods and services, although some of the manufacturers either have shortages or are shocked. Borders are being closed around the world and Nigeria which brings change in the livelihood of the societies. This has made entire countries come under quarantine orders making consumers around the world try to reduce human contact and manufacturers on the other hand needs to recognize that their response to the novel COVID- 19 Pandemic will have a significant impact on their business.

Most micro, small and medium enterprises (MSMEs) do not have business continuity plans. They have been hit by COVID-19 without being prepared and need to work out their recovery in the absence of such plans. Some have but not well defined, others have not yet been affected and still can prepare. MSMEs that recover during the pandemic will find it useful to draw up business continuity plans to be better prepared for further waves of the pandemic or outbreaks of other infectious diseases in the future. They can build on their experience with Covid-19 for drawing up their plans. Those without experience can plan

based on risk assessments and from developing scenarios for their situation. It goes without saying that business continuity plans should also be prepared for other types of disaster (UNIDO, 2020).

The high number of accidents encourages companies or organizations to apply the Business Continuity Management (BCM) system to prepare for any possible accident. At the beginning of its development from 1970 to 1990, Business Continuity Management was introduced as a law that is issued during a disaster such as flood and at the same time as insurance disbursement due to disaster in United States (Gallagher, 2002; Ozier, 1999; Sr & Kunreuther, 1998).

Business continuity planning is concerned with the element of preparedness in the disaster risk management cycle. The International Organization for Standardization (ISO) has defined a business continuity plan as documented procedures that guide organizations to respond, recover, resume, and restore to a pre-defined level of operation following disruption (NQA- ISO 22301:2019). BCM is implemented on a whole company (Fani & Subriadi, 2019) and the development has used quantification (Torabi, 2016). As mentioned earlier, business continuity management started as response to disruptions that has occurred. Considering the most recent disruption, which is COVID-19, it is needed to find out further regarding the role of business continuity management in order to minimize the loss caused from the disruption.

BCM is typically perceived as part of organizational risk management. It is a subtheme focused on disruptions of business-critical functions through rapid events (Smith, 2012)

though disagreements on the theoretical anchoring and core terminologies (e.g. crisis) remain and blur its use (Al-Dahash, Thayaparan & Kulatunga, 2016). BCM typically also includes crisis and emergency management components (Smith, 2012). Additional confusion exists in some sectors, such as disaster risk management, where BCM is further blurred through its own set of meanings and institutionalizations and the non-applicability of some of BCM's core conceptualisations. It is often limited to practical contingency planning (Adamou, 2014) or as an entry point for private sector engagement in disaster risk management (Slim, 2012). Some, often isolated, BC efforts were developed in organizations responding to disasters or other large-scale disruptions (ICRC 1999; WHO, 2018).

The overarching BCM concepts were shaped by historic disruptions, particularly terrorist attacks during the 1990s in Europe and the United States, explaining the concept's Western influence (Hiles, 2010). These events often triggered regulatory, legal or supply chain requirements or an internal risk awareness in affected organizations (Business Continuity Institute, 2017). For the same reason, essential service providers have found themselves at the forefront of Business Continuity (BC) implementation and development of related guidelines (Herbane, 2010).

# Statement of the Problem

The concept of business continuity management (BCM) has only recently emerged in literature, particularly with regard to construction companies, and only few relevant studies have been conducted thus far regarding BCM on organisational performance itself (Păunescu

& Agartu, 2020). Thus, the International Organization for Standardization [ISO] has issued

in 2012 the ISO 22301 international standard, revised in 2019, to provide guidance to organizations regarding how to ensure the propensity of their essential functions to continue during and after a disaster (Păunescu & Agartu, 2020). Sawalha (2013) suggests that understanding the effects of BCM on organizational performance is significant since BCM is one of the primary driving factors for enhancing an organization’s ability to withstand its resiliency, as well as survival under extreme internal and external pressures.

The world is currently dealing with the reality of the Coronavirus (COVID-19) Pandemic, which has led to a huge economic loss for thousands of businesses across the globe. This loss is out rightly attributed to the government's order of shutting down business operations (Tashanova et. al. 2020). In Nigeria, it is the same scenario as the major economic hub States were on lockdown as a result of the upsurge of the virus. The lockdown features the restriction on transportation of people and goods which significantly disrupts outputs and exports, hinders the growth of the private business by undercuts in the investments due to the loss of investors' confidence in the market (Jung, Park, Hong & Hyun, 2016).

Against the backdrop of government lockdown and a halt of business activities, private businesses, financial and non-financial performances were affected resulting in a sharp decline in sales which subsequently led to insufficient cash flow in carrying out various operations, financing and investing activities. Inventory was obsolete and led to a loss in economic value. The financial implication as a result of the decrease in the sale ultimately led to private businesses pack up and downsizing which resulted in job loss (increase in unemployment). The existing literature in the field provides only few empirical researches on

how a BCM works in practice and generates benefits for the organization (e.g., Bajgoric, 2014; Ghandour, 2014; Gibb & Buchanan, 2006; Kato & Charoenrat, 2018). Notably, the major theoretical gaps in the present literature observed in this research lies in the insufficient studies which are yet to investigate and establish the relationships between BCM factors and organizational performance during a pandemic as Covid19.

Thus, the idea behind this research was born based on the belief that BCM contribution to the optimisation of organisational performance could be significant. The main thrust of the study however, is to empirically ascertain whether the role of BCMS in improving FP in the Covid19 era is significant.

# Objectives of the study

The main objective of this study is to examine the effect of Business Continuity Management Strategy (organization preparedness and embeddedness of continuity practices) on the performance of private tertiary institutions in the Covid-19 pandemic in Nigeria.

The specific objectives are as follows;

1. To determine the relationship between BCMS and student enrolment in the Covid-19 pandemic era in Nigeria.
2. To find out the relationship between BCMS and salary payment during the Covid-19 pandemic era in Nigeria.

# Research Questions

The following research questions is formulated to be answered;

1. What is the relationship between BCMS and student enrolment in the Covid-19 pandemic era in Nigeria?
2. What is the relationship between BCMS and salary payment during the Covid-19 pandemic era in Nigeria?

# Research Hypotheses

The following formulated hypotheses is stated in null form;

H01: is there a relationship between BCMS and student enrolment in the Covid-19 pandemic era in Nigeria

H02: is there a relationship between BCMS and salary payment during the Covid-19 pandemic era in Nigeria**.**

# Significance of Study

Business continuity is a critical topic for both companies and academia. Business continuity is the process of creating prevention and recovery systems to deal with potential threats to an organization. Organizations today are highly dependent on all their stakeholders; this has caused companies to face a variety of disasters, from simple power outages to fluctuations in the economies of the countries. The year 2020 comes with an unexpected factor that interrupts business continuity: The pandemic. With restrictions and prohibitions following the rapid spread of COVID-19 disease, production and service processes have been adversely affected. The business world has switched to a remote working model as advised by authorities. During this fast-developing period, companies that do not have a business

continuity plan have suffered business and financial losses which also showed the importance of business continuity and knowledge management.

As the basic unit of the national economy, the operation of organisations is key to the development of the national macro-economy. Therefore, it is necessary to understand the status of organisations, their coping strategies, and the need for government policies to respond to the impact of the COVID-19 pandemic. Researchers have begun to analyze organisations’ marketing innovation strategies and strategic responses to the crisis during the pandemic. In addition, some industries have also been analyzed in order to propose more targeted countermeasures for the pandemic.

Pandemics like COVID-19 can impact worker ability to attend the workplace as usual, alter patterns of business and travel, interrupt supply chains, and affect the daily operations of an organisation. Minimising the impact to the organisation can be achieved by creating a plan that clearly identifies risks, critical areas of the organisation and how best to protect them through a business continuity management strategy. The current COVID-19 pandemic may have impacts that are not anticipated in existing risk management documents and business continuity plans established by organisations. These may require review and updating to account for specific risks associated with the virus and its transmission, the public health response measures, changes in the needs of clients and consumers, and initiatives to address the organisation’s financial and non- financial performances.

# Scope of the Study

This study evaluates impact of Business Continuity Management Strategy (organization preparedness and embeddedness of continuity practices) on the performance of private tertiary institutions in the Covid-19 pandemic in Nigeria. The population of the study is limited to Igbinedion University, Okada within the Private University entities in the year 2020. The time scope for this study is limited to this period because of the lockdown strategy enforce in the time period as a result of the Covid-19 pandemic.

# Limitation of the Study

Admittedly, a number of factors acted as constraints to this study. In the first place, the fact that the sample is drawn from one particular area, on the basis of which generalized conclusion are made, is in itself a limiting factor. In the same vein, some other constraints include inadequate data which is a problem for most Nigeria researchers. Covid19 as a new phenomenon is in itself a limiting factor.

# Definition of Operational Terms

**Covid19:** COVID-19 is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease.

**Organisational performance** is a measure of a company that may not only depend on the efficacy of the company itself but also on the market where it operates.

**Financial performance** is a subjective measure of how well an organisation can use assets from its primary mode of business and generate revenues.

**Non-Financial performance** is a quantitative measures that cannot be expressed in monetary units.

**BCMS; Business Continuity Management Strategy** is part of the overall system that establishes implements, operates, monitors, reviews, maintains and improves business continuity.

# CHAPTER TWO LITERATURE REVIEW

# Conceptual issues

The following subsection will look at the issues relating to the variables under review in term of concepts and definitions.

# Coronavirus (COVID-19) Pandemic

The Coronavirus disease also called COVID-19 emerged in December 2019 in China in Wuhan city in Hubei province of China (McKibbin & Fernando, 2020). This pandemic has spread across 210 countries and territories around the world and 2 international conveyances (Worldometers, 2020). Following the outbreak in China, the virus has recorded new epicentres for its outbreak, the United States of America, Spain, Italy, France and Germany, having confirmed cases of over a hundred thousand (Worldometers, 2020). Amidst, the risk posed by this virus on public health, the World Health Organization (WHO) has declared it as a global pandemic and calls for health sectors of the world and government to take it seriously (McKibbin & Fernando, 2020). The spread of the infectious disease is still on the rise despite many efforts people and government of nations to contain it, such as containment, an individual measure of protection, the authorization of the use Hydrochloroquine and other drugs that have not been clinically tested (Addi, Benksim, Amine & Cherkaoui, 2020).

There are uncertainties as to how the COVID-19 is transmitted, although most medical

researcher and centres for disease control have noted that it is transmitted via a fluid contact with an infected person (Kim, 2020, Addi et. al., 2020; Bai, Yao, Wei, Tian, Jin, Chen &

Wang, 2020, NCDC, 2020). They further noted that symptoms of the disease on an individual includes, sore throat, dry cough, fever, shortness of breath, and in the worse stage acute pneumonia and death. According to NCDC (2020), the incubation period for COVID- 19 is between 2-14 days. Bai et al (2020) asserted that the reason for the high level of the spread of the virus on individuals across the globe as a result of the symptomatic and asymptomatic nature. Failure to identify and properly manage both symptomatic and asymptomatic COVID-19 cases by mass/wide COVID-19 testing or screening of the population puts the race at risk (Addi, et. al., 2020) also this would significantly affect the way of life of people, as well as businesses across the globe. In Nigeria, the same feat befalls the private sector (businesses) and government.

Hope, Saidu and Success (2020) examined the relationship between coronavirus pandemic outbreak and firms’ performance in Nigeria. The result from the linear regression revealed that Coronavirus (COVID-19) Pandemic harms both the financial and non-financial performance of private businesses in Nigeria. The study concluded that that Coronavirus (COVID-19) Pandemic harms firm performance in Nigeria. Adegboye, Adekunle and Gayawan (2020) examine the early transmission of COVID-19 in Nigeria, and show that the COVID-19 cases in Nigeria were lower than expected. Adenomon and Maijamaa (2020) examined the impact of COVID-19 on the Nigerian Stock Exchange from the 2nd January 2020 to 16th April 2020. The results revealed a loss in stock returns and high volatility in stock returns during the COVID-19 period in Nigeria.

COVID-19 was declared a global pandemic on 11 March 2020. To curb its spread, many countries around the world declared national lockdowns on practically all forms of social and business activities. With this, businesses around the world have been affected directly or indirectly by this turn of events and consequentially, the ability of parties to perform their contractual obligations may have been severely affected and impaired. Not surprisingly, there is a rising level of uncertainty as to the enforceability of commercial contracts or transactions which may have been impacted as a result of the national policies adopted to curtail the spread of the virus. Even as the immediate focus for many businesses is to determine how to continue to operate in spite of the challenges, parties to agreements may find themselves in positions where the performance of their contractual obligations are now arguably impossible or onerous to fulfil (Seun-Oguntuga & Alao, 2020). As the global economy continues to groan under the effects of the pandemic, it is becoming apparent that parties may seek to delay and/or avoid performance of their contractual obligations and/or terminate contracts, either because COVID-19 has legitimately prevented them from performing their contractual obligations, or because they are seeking to use it as an excuse to avoid an otherwise bad transaction. This article explores when the concept of force majeure and the doctrine of frustration may legally excuse a party from performance, in light of the disruption caused by the COVID-19 pandemic (Seun-Oguntuga & Alao, 2020).

# The Impact of Covid-19 on Business Operations

Literature on the impact of Covid-19 on business operations is rapidly growing. Carracedo, Puertas, Marti (2020) found that in a little over three months, the whole world struggled to

curb Covid-19 and its economic consequences that exposed the fragility of all modern economies. Unprecedented changes and transformation of businesses in the context of Covid-19 are inevitable though research on the impact of Covid-19 on business Operations is still developing. Research done so far has shown that Covid-19 substantially affects operations for both essential and non-essential business in various ways as most businesses did not see Covid-19 coming due to lack of capacity to predict changes and threats within the business environment. While the magnitude of impact varies across the globe, the deadliest pandemic the world has so far seen has not spared most aspects of business operations. Asare, Addo, Sarpong, and Kotei, (2020) found that businesses have lost stock market value, some have downsized or closed temporarily while some have collapsed. Kruskal, Rosen, Hara, Canon and Wald (2021) also found that the surge in the Covid-19 pandemic seen in 2020 has caused serious operational, financial and personal impacts on radiology businesses in the USA. Asare et al. (2020) further confirm that financial, supply chain and operational disruptions and cash flow constraints have emerged as topical challenges imposed by Covid-

19. This resonates with the argument that businesses suffered a severe drop in orders, reductions in supplies and started enduring changes in spending habits by their customers at the onset of the pandemic (Carracedo, Puertas, & Marti, 2020).

Furthermore, loss of human capital skills through death and retrenchment of key personnel is another challenge that cuts across most businesses around the globe. Asare et al. (2020) refer to job losses of around 26 million in the USA and 1 million in Canada, as figures which are indicative of the global extent of job losses. Given these challenges faced by businesses,

these scholars suggest that the use of agility dimensions, artificial intelligence, and data analytics capabilities such as consciousness, accessibility, decisiveness, speed, and flexibility is recommended. It is also recommended that deploying administrative strategies that include perceiving threats as opportunities, building stakeholder loyalty and trust and human capital investment and retention help businesses stay competitive and resilient under Covid-19 conditions.

# Organisational Performance

Theoretically, the definition of organisational performance is hinged on the economic view of profit maximization of the organization and the stakeholders’ view of satisfying the need of a group or individuals who are affected by the activities of the same organization (Aifuwa, 2020). Leaning on this exposition, the make-up of organisations’ performance is financial and non-financial performances (or strategic or operational performance).

Financial performance is a subjective measure of how an organisation effectively and efficiently utilises its assets to generate resources (Nnamani, Onyekwelu & Ugwu, 2017). The financial performance of an organization is classified in subsets of profitability performance (return on assets (ROA), return on equity (ROE), return on investment (ROI), economic value added (EVA), net income /revenue and earnings before interest, tax, depreciation and amortization margin (EBTIDA), market value performance (earnings per share (EPS), change in stock price, dividend yield, stock price volatility, market value added (MVA) and Tobin Q) while growth dimension of performance consists of market share

growth, asset growth, net revenue growth, net income growth and many employees growths (Santos & Brito, 2012).

Non-financial performance measures include employee performance, social performance, corporate governance performance and environmental performance. Based on the study by (Aifuwa, Musa & Aifuwa, 2020), both financial and non-financial performance of firms were measured qualitatively – based on the perception of financial experts. The COVID-19 pandemic in Nigeria has resulted in business leaders and owners having to swiftly mobilize and make short term decision. A decision such as the reduction in production output and or even shutting down operation temporarily could have long term implications that may not be foresighted. This, thus, would have an impact on private business financial performance, as a result of the lockdown policy or order by the President of the Federal Republic of Nigeria. Empirical studies have also suggested that both pandemics and epidemics harm the financial performance of firms (Hope, Saidu & Success, 2020).

Kim, Kim, Lee and Tang (2020) investigate the influence of macroscopic and infectious epidemic disease outbreaks on the financial performance of the restaurant industry. Nine events on four epidemic disease outbreaks during 2004–2016 were analyzed. Event study method and Mann-Whitney U test were used as the research method and inferential statistic respectively. They found out that confirmed the negative influence of epidemic disease outbreaks on the restaurant industry, and identified all the three firm characteristics serve as risk-mitigating factors. Similarly, Jung, Park, Hong and Hyun (2016) investigated the effect

of an epidemic outbreak on consumer expenditures. Data for the study was gotten from

scanner panel data on consumers' debit and credit card transactions. The result from the regression analysis revealed that epidemics that outbreaks caused considerable disruption in total consumer expenditures with significant heterogeneity across categories. They further added that customers alter their behaviours to reduce the risk of infection. Based on the empirical findings, the study envisaged a significant reduction in investment, cash flow and bank deposits.

As the Coronavirus pandemic continues to rise businesses are forced to shut down the operation, and as a result of this employees become jobless. Also, board members in private businesses will not able to carry out their monitoring role. It is worth mentioning that private businesses in Nigeria significantly contribute to a large extent in reducing the rate of unemployment. Historically, issues such as youth unemployment and poverty, in general, were thought to be the responsibilities of government and civil society (Fagge & Zubairu, 2014). Private business took up these responsibilities. Notwithstanding that it deviates from their motive of profit-making, and to a great extent, they are doing just fine in solving the problem of youth unemployment in Nigeria. Even after the end of this pandemic, privates businesses would be forced to lay-off a large number of workers to survive and remain financially feasible, which could significantly increase unemployment in the economy.

# Business Continuity Management

Business continuity management is the development, implementation and maintenance of

policies, strategies and programs to assist an entity manage a business disruption event, as well as build entity resilience. It is the capability that assists in preventing, preparing for,

responding to, managing and recovering from the impacts of a business disruption event like COVID-19 (Okuna, 2014).

Business Continuity Management is starting to become popular, since the tragedy of the attack on the WTC building in September 2011. Some research on BCM then emerged as a response to the tragedy. The research has the scope of decision making (Lodge, 2009), crisis management of public and private assets (Boin & Smith, 2006), and planning for disaster recovery needs and business continuity (Spillan & Hough, 2003). In the maritime industry, the formulation and implementation of BCM and BCP is currently experiencing development. This was explored by several researchers in various countries that consider maritime assets are critical assets, due to possibilities of disruption by natural disasters. Discontinuity in maritime assets such as ports and shipping, will cause logistics distribution around the country hampered and will have a national scale impact. Therefore some countries like the United States, California, and Japan do BCM planning in maritime assets in accordance with the demographics of each region - respectively (Ono, 2016; Securities, 2006)

The high number of accidents encourages companies or organizations to apply the Business Continuity Management (BCM) system to prepare for any possible accident. At the beginning of its development from 1970 to 1990, Business Continuity Management was introduced as a law that is issued during a disaster such as flood and at the same time as insurance disbursement due to disaster in United States (Gallagher, 2002; Ozier, 1999; Sr & Kunreuther, 1998). Then in 1990 to 2001, BCM began to be developed into a standard in the

United States and the United Kingdom which is applied in the health, economic and financial industry (Defence, 2000; Page, 2004).

The year 2000-2005 was an introduction to BCM which was a combination of BCP and DRP and the issuance of many frameworks, one example of BCP is FFIEC (Federal Financial Institutions Examination Council, 2003). This year, BCM focuses on developing a framework for vital business functions. The main focus in the range of years prioritizes loss of life, loss of infrastructure (Castillo, 2004) and raising awareness of need for business continuity and disaster recovery (Spillan & Hough, 2003) and the focus is due to the effects of the WTC tragedy (Herbane, 2010). 2005-2010 is the year of standardization of BCM (ISO 31000, 2009) and focuses on mitigation in a wider disruption area, such as the supply chain (Gurning & Cahoon, 2010), climate change (Warren, 2010) and Information Technology (Wiboonrat & Kosavisutte, 2008). The orientation in 2010-2015 is the emergence of a framework to consider sustainability when implemented (Khettabi, Kouam, Djebara & Songmene, 2011), consider public relations when business recovery (Mcguiness, 2014) and the application of dynamic models (Friesz, Lee, & Lin, 2011). The 2015-2020 range is the BCM approach that is made to suit different industries and can prevent disruption in the future. BCM is implemented on a whole company (Fani & Subriadi, 2019) and the development has used quantification (Torabi, 2016). As mentioned earlier, business continuity management started as response to disruptions that has occurred. Considering the most recent disruption, which is COVID-19, it is needed to find out further regarding the role of business continuity management in order to minimize the loss caused from the disruption.

A significant stream of literature has studied the problem of planning and foresight for emergency preparedness and management (Turoff, Hiltz, Bañuls, Van Den Eede, 2013).

Organizations strive to cope with emergencies and critical events to keep their reputation, be more resilient, and ensure continuity (Parker & Ameen, 2018; Soufi, Torabi & Sahebjamnia, 2019). The management of business continuity has evolved since the 1970s as a form of crisis management in response to the different risks that threaten an organization. It is a holistic management process that provides a framework for an effective response (Herbane, 2010), and business continuity plans have been developed primarily to minimize the effects of unanticipated events on the firm’s ability to meet customer requirements (Zsidisin, Melnyk & Ragatz, 2005). Scholars and practitioners have brought forth several methods to assist organizations to improve business continuity (e.g., Botha & von Solms, 2004; British Standard Institute, 2006; Gibb & Buchanan, 2006; ISO, 2012; Lindström, J., Samuelsson, S., Hägerfors, A., 2010; López & Ishizaka, 2019). Activities include risk and impact evaluation, continuity plan/process design, implementation and measurement, testing, and continuous update of measures (Cerullo & Cerullo, 2004; Pitt & Goyal, 2004; Speight, 2011).

# Business Continuity (BC) during the COVID-19 pandemic; Impact on Organisational Performance

The business association representative noted that some of their SMEs had closed due to collapsing demand or obsolete business models as well as some respondents reported evoking a force majeure (Schmid, Raju & Jensen, 2021). Considering COVID-19s infectious

pathways, efforts around continuity and crew were approached through different degrees of

limiting physical contact (e.g. flexible shift model, canteen processes, program down-sizing) or process digitalisation (e.g. work-from-home policies, equipment support, adapted performance measures). The importance of work process digitalisation emerged clearly in the interviews (Herbane, 2010). That's been the one thing that is for sure, that in order for us to maintain business continuity, ICT stepped up (Schmid, Raju & Jensen, 2021). Next to these generic and known pandemic BC efforts, additional health and well-being activities were described such as personnel testing, symptom reporting or staff counselling. BC efforts around customers and community were infrequently described by interviewees. If present, they were typically limited to awareness campaigns, philanthropic corporate social responsibility, and community safety measures. The exceptions were the two multinationals that reported front-line personnel testing, proactive communication and support for public stakeholder in their supply chain planning (Schmid, Raju & Jensen, 2021).

Historically, many businesses have developed Business Continuity Management (BCM) plans to address cases where their buildings, systems, equipment, and products or services are damaged, with the assumption that at least a few employees can return to their work sites after the incident (KMG, 2020). However, as the COVID-19 outbreak has showed, when access to both employees and work sites is limited for a long period of time, it can severely impact businesses’ ability to recover. Through proper BCM planning that applies modern technologies to work agilely and wisely, organisations can reduce the impact of an outbreak on their operations and better defend against longer-term underlying risks (KPMG, 2020).

# 2.1.5. BCM considerations during a public health crisis

Outbreaks can pose a serious threat to BCM. Unlike other incidents such as natural disasters, fires or terrorist attacks, major outbreaks can last for extended periods of time, and their potential impact on businesses can be unpredictable. As time passes and a disease spreads to more and more locations, the combined effect of the threat to public safety as well as the fear it causes can trigger a chain reaction that can multiply the economic impact. Traditionally, enterprises have developed BCM plans to address cases where their buildings, systems, equipment, and products or services are somewhat damaged, with the assumption that at least some employees can return to their work site(s) after the incident. However, a major outbreak can limit their access to both employees and work sites, which are the two critical elements for business recovery. Due to the potential ripple effect that public health crises can cause, enterprises should pay special attention to their implications for BCM to ensure business recovery in the event of work site closures (KPMG, 2020).

# 2.1.6 Best practices for organisations

Effective, transparent and responsive communication channels during an outbreak, ensuing panic will have an immediate impact on people who may be affected. As the situation develops, it becomes harder to distinguish real news from fake news, and disinformation spread through social media can further exacerbate existing fears. To ensure that employees are well-informed and protected, enterprises should ensure timely coordination and communication among their departments, and establish orderly, effective, transparent, and responsive communication mechanisms (KPMG, 2020).

# Clarity in the role that human resources (HR) play

During an outbreak, human resources (HR) departments play key role in ensuring business continuity. Naturally, it has an important role to develop BCM policies in advance of emergencies and execute them if and when they occur. In any crisis, the primary concern of HR should be ensuring employees’ safety. Next should be taking steps to ensure they can safely resume their duties (remotely if necessary) so that business operations can recover as quickly as possible. Steps to safeguard information security during a crisis, the number of phishing scams and other cyber-attacks can increase, and a large number of employees working remotely can pose increased data security risks. As such, appropriate data security and cybersecurity controls as well as an effective cyber risk communication strategy should be built into BCM plans (KPMG, 2020).

The COVID-19 outbreak has caused enterprises to reconsider the BCM capacities as well as their future operating models, including the following aspects; Flexible modes of working: utilising video conferencing, multi-party collaboration software, and online interactive business procedure management; Flexible service delivery methods: utilizing trainings as one example, enterprise can change from face-to –face lecturing to online interactive catered to employees’ or customers’ requirements; Upgrading technology applications: business can apply convenient and stable high-speed communication technologies including 5G to ensure business continuity in an emergency; Developing BCM strategies: developing a range of BCM plans in advance of crisis can help minimize the impact on a business’s operations; and

Developing a cash management strategy: effective cash management can help business optimize resources during a crisis and help them recover more quickly (KPMG, 2020).

# Business continuity and pandemic plans

The last pandemic that threatened businesses the way COVID-19 did was the H1N1 virus, or swine flu, which happened more than a decade ago. Much has changed since then in terms of how businesses operate, including the rise of remote work, the increased use of software as a service and other cloud-based applications, and just-in-time manufacturing and lean production strategies in supply chains. Also, businesses today are more global in terms of workers, customers, vendors, partners and suppliers, making business continuity and pandemic planning far more complex to test and carry out (Gittlen, 2021).

So where should organizations start as they try to deal with the impact of COVID-19 or prepare for the next disaster? Organizations should create and execute on a workplace pandemic preparedness plan along with business continuity plans. To familiarize employees and emergency teams with the plan, businesses should conduct preparedness exercises annually, if not more frequently. Use this pandemic recovery plan template to get started (Gittlen, 2021).

A pandemic impact analysis is critical to understanding how to help your company prepare for and recover from disasters. By filling out this template, business leaders will learn the critical roles, procedures and assets that must be considered as a disaster unfolds. Getting back to business as usual is going to take a lot of time and patience. The resumption of

normal activities will depend on how well you execute your pandemic recovery plan (Gittlen, 2021).

Because organizations are so dependent on providers across all aspects of their business, they should well understand and have tested providers' pandemic plans. For instance, if the provider's own workforce is affected, it's important to know how the provider will maintain high availability of its application or respond to service issues. In many companies, line of business managers are the conduits to service providers. Therefore, managers must be coached on how to include providers in pandemic plans. Leadership should centralize service-provider relationship information in case the managers themselves are unavailable (Gittlen, 2021).

One of the most important elements of pandemic planning is to understand how employee skills complement one another. Conducting a skills inventory will let you know which employees could back up others if they are affected by an illness or unable to access the network (Gittlen, 2021).

# BCM Factors

The selected BCM factors will be used as the proxy for the independent variable in this study, which include: (1) organization preparedness, and (2) embeddedness of continuity practices. These two factors are selected as their definitions and scopes are able to represent all of the critical success factors from the past studies. Furthermore, these factors are important elements to ensure the successful implementation of BCM in an organization.

# Organization preparedness

Business resiliency is very much depending on the capability of an organization to avoid and swiftly recover from an untoward event. Herbane, Elliott and Swartz (2004) posited that an organization which is able to quickly identify potential risks and subsequently escalate it to the crisis management team is said to be superior in organizational alertness. Organization preparedness is refers to familiarity with various recovery approaches and avoidance of risks, such as maintaining a business continuity plans, establishing crisis management teams and developing key personnel redundancy (Hägerfors, Samuelsson, & Lindström., 2010; Ruighaver, Ahmad, & Hadgkiss, 2012). The business continuity plans should be regularly updated, tested and improvised, even after occurrence of major incidents (Gibb & Buchanan, 2006). Herbane et al. (2004) added that the swiftness of recovery is the surface exposure of a more profound capability in the form of organizational preparedness which includes readiness of alternative sites, well executed recovery plans and redundancy of critical resources. Organization preparedness is also enhanced if critical business functions or systems can be restored efficiently by one or several persons (Conlon & Smith, 2010).

# Embeddedness of continuity practice

When an organization is well prepared, practices are incorporated into existing processes, staffs as well as senior management are highly committed, continuity practices are said to be embedded in the organization (Herbane et al., 2004). This embeddedness will contribute to positive business impacts in which the organization will become more robust, capable to minimize the potential risk of incidents and recover more speedily as compared to its rivals.

In order to inculcate the embeddedness of BCM process, organization can employ a combination of ways to communicate its relevancy which includes awareness raising activities, training and constant communication personalized to meet the needs of various target groups. These actions also indicate the extent to which BCM is a one-off activity or it is embedded and on-going within the organization. One approach of embedding BCM in an organization is to adopt international standards or frameworks that systematically integrate it into the current critical processes (Järveläinen, 2013). Among the commonly adopted BCM related standards are ISO 22301, ISO 27001, BS 25999, NFPA 1600, NIST SP 800 and PASS.

# Empirical issues

Muparadzi and Rodze (2021) investigation focuses on Business Continuity Management in a Time of Crisis: Emerging Trends for Commercial Banks in Zimbabwe during and Post the Covid-19 Global Crisis. Using a qualitative research approach, Muparadzi and Rodze (2021) concluded that existing BCM models among banks in Zimbabwe are not sufficient and are changing towards building permanent models with capacity to anticipate “surprises”.

Păunescu and Agartu (2020) investigated critical functions in ensuring effective business continuity management. The research relied on a questionnaire-based survey, with data collected by personally interviewing top and middle-level managers from Romanian small and medium-sized companies. The results, which count on the responses of 119 participant companies, show that risk assessment takes a critical role in building the organization’s BCM

strategy, while business continuity response planning has the strongest impact on the overall effectiveness of the organization’s BCM.

Hope, Saidu and Success (2020) examined the relationship between coronavirus pandemic outbreak and firms’ performance in Nigeria. The result from the linear regression revealed that Coronavirus (COVID-19) Pandemic harms both the financial and non-financial performance of private businesses in Nigeria. The study concluded that that Coronavirus (COVID-19) Pandemic harms firm performance in Nigeria.

Adenomon and Maijamaa (2020) examined the impact of COVID-19 on the Nigerian Stock Exchange from the 2nd January 2020 to 16th April 2020. The results revealed a loss in stock returns and high volatility in stock returns during the COVID-19 period in Nigeria.

Ohia, Bakarey and Ahmad (2020) predict that the effect on COVID-19 will be severe in Africa because African countries have fragile health systems. They argue that Nigeria's current national health systems cannot respond to the growing number of infected patients who require admission into intensive care units. They suggest that Nigeria should explore available collective measures and interventions to address the COVID-19 pandemic.

Jacob, Abigeal and Lydia (2020) show that the COVID-19 pandemic affected higher institutions in Nigeria through the lockdown of schools, reduction of international education, disruption of academic calendar of higher institutions, cancellation of local and international conferences, creating teaching and learning gap, loss of man power in the educational institutions, and cut in budget of higher education.

Xinhuao (2020) found that there is a significant impact between COVID-19 pandemic and the Chinese financial market such that the financial market in China have remained generally stable compared to overseas markets despite the spread of the corona virus. Iwedi, Kocha and Onakpono (2020) assessed COVID-19 global pandemic trade and impact on the Nigerian economy. The study employed descriptive methodology to evaluate Covid-19 pandemic global trade wars and its impact on the Nigerian economy. The study revealed that coronavirus crippled the Nigerian economy in terms of social, religious and economic activities while the measures taken to contain the spread of COVID-19 impacted on Nigerian citizens in many ways including job losses, higher prices, and damage to healthcare and seriously on education services.

Tesfaye (2020) explore the impact of COVID-19 pandemic on the Ethiopia’s private banking system. Ten (10) years historical data from 2010 to 2019 was used to found that the pandemic has effect on both balance sheet and income statement of banks. Wakode (2020) studied the influence of COVID-19 on the credit exposure of a bank. The study employed the statistical tool of the multivariate analysis of variance and found that there is a significant impact between COVID-19 and bank risk metrics.

Mert and Omer (2020) investigate the impact of COVID-19 on emerging stocks markets over the period March 10-April 30, 2020. The study found that there is a negative impact of COVID-19 on emerging stock markets, though this negative impact has gradually fallen and has begun to take off since mid-April.

Naser and Hammad (2020) aimed to provide an overview of Business Continuity Management (BCM) implementations in the Palestinian Non-Governmental Organizations Sector regarding current Covid-19 crisis and emergency status. data was collected through various methods including self-administered approach and distribution of electronic questionnaires via Goggle and conventional mail. The target population of the study was 100 Palestinian NGOs which are classified as big NGOs working in Gaza strip. The findings of this study revealed that Palestinian NGOs in Gaza Strip have implemented of BCM programs and factors at the minimum level, there is room for improvements in BCM certain areas to be taken into consideration by all organizations in General and NGOs in particular, also indicated that the relationship between BCM factors and organizational effectiveness are positively correlated and there is significant positive influence of NGOs Adopting BCM factors and the degree of NGOs organizational effectiveness.

Nuhu (2020) examined the impact of the COVID- 19 on the financial market: Evidence from China and U.S.A. The study applied a regression model time series data from China COVID- 19 statistics reports and trading economics from 1st of March 2020 to 25 March 2020. The study used the Shanghai Stock Exchange as a sample for China and the New York Dow Jones as a sample for the U.S.A. The study found that there is a positive significant relationship between the COVID-19 confirmed cases and all the financial markets.

Aifuwa and Embele (2019) investigated the effect of Coronavirus pandemic outbreakon the

performance of private businesses in Nigeria. The survey research design was adopted for the study. The data was sourced from questionnaires administered online to owners of private

businesses and financial analysts in Lagos State, Nigeria. The result from the linear regression revealed that Coronavirus (COVID-19) Pandemic harms both the financial and non-financial performance of private businesses in Nigeria. The study concluded that that Coronavirus (COVID-19) Pandemic harms firm performance in Nigeria.

Alharthi and Khalifa (2019) aims to test a new approach to reengineer the crisis performance of Abu Dhabi Governmental Entities (ADGE), by testing the relationships among crisis leadership (CL), business continuity management (BCM) and organization crisis performance (OCP). A quantitative research approach has followed for this study and 328 valid respondents were answered questions from 500 questionnaires. The data analysis was performed using structural equation modeling via AMOS 22. After testing the direct relationships, the researchers had conducted indirect relationships measurements, such as the impact of CL on OCP via BCM. All the study’s hypotheses were supported. The proposed model explained 62% of the variance in organization crisis performance.

Sakura (2018) investigated the influence of Business Continuity Management practices on organizational performance in security firms in Nairobi City County Kenya. The target population of this study was 328 employees of the 82 security firms within Nairobi County, Kenya. The study findings showed that the performance of security companies in Nairobi is influence by the level of support of top management, planning for the business continuity and allocation of sufficient resources. Hence, there is the need for a clearly outlined BCM strategy within the strategic plan to form the basis of business performance and long health

of the firms.

Bakar, Yaacob, Udin, Hanaysha and Loon (2017) investigated the adoption of business continuity management best practices among Malaysian organizations. Data was gathered through several methods of data collection which involved 147 organizations with the effective response rate of 55 percent. The population of this study covers public and private sectors’ organizations which have obtained ISO 27001 and ISO 22301 as these organizations are deemed to possess considerably higher sense of commitment towards embracing BCM best practices. The outcomes of this study revealed that majority of the participating organizations have already established a proper BCM program in place but there is still a need for further improvement in certain areas.

Zahari, Noorulsadiqin and Zulkifli (2015) examined the moderating effect of IT capability on the relationship between Business Continuity Management (BCM) factors and the organizational performance. Data was collected through various methods including self- administered approach and distribution of questionnaires via electronic and conventional mail. The target population of the study is organizations which are certified with ISO 27001 and ISO 2230. The findings of this study indicated that IT capability partially moderated the relationship between BCM factors and organizational performance.

Bakar, Yaacob and Udin (2015) investigated business continuity management factors and organizational performance looking at a study on the moderating role of it capability. Data was collected through various methods including self-administered approach and distribution of questionnaires via electronic and conventional mail. The target population of the study is

organizations which are certified with ISO 27001 and ISO 2230. These organizations are

selected as they are deemed to possess considerably higher sense of commitment towards embracing BCM best practices to enhance their business resiliency. The findings of this study indicated that IT capability partially moderated the relationship between BCM factors and organizational performance.

Ihab (2013) study looked at Organisational performance and business continuity management in a theoretical perspective. Two main issues are discussed: first, background to performance and the elements of OP; and secondly, the role of BCM in achieving optimised OP. These issues are significant, as they go further than the extant literature relating to the significance of BCM and its potential influence on OP. The study focuses on Jordanian banks as a case study and as a way of illustrating how BCM helps improve OP for those organisations facing performance shortcomings or difficulties.

# Theoretical Framework

This study is hinged on the Rational Choice Theory.

The Rational Choice Theory also is known as the Choice theory is an economic principle that assumes that individual always makes prudent and logical decisions that provide them with the highest and personal benefits or satisfaction. Rational choice theory can apply to a variety of areas, including economics, psychology and philosophy. This theory states that individuals use their self-interests to make choices that will provide them with the greatest benefit. People weigh their options and make the choice they think will serve them best. How individuals decide what will serve them best is dependent on personal preferences. For

example, one individual may decide that abstaining from smoking is best for them because they want to protect their health. Another individual will decide they want to smoke because it relieves their stress. Although the choices are opposite, both individuals make these choices to get the best result for themselves (Onlinemswprograms, 2020).

The theory is based on the assumption that individual tries to actively maximize their advantage in any situation and therefore consistently try to minimize their losses (Hope, Saidu & Success, 2020). In this study, this theory was used to understand and provide a rationale for firm’s decision to shut down of operation as a result of COVID-19 pandemic. Owners of private businesses have the main goal of profit maximization, and as a result of the scourge of the global pandemic, this goal may not be achieved. The shutting down of businesses will harm their performance (financial and non-financial performance). The financial performance of private businesses will be negatively affected as a result of low patronage due to the lockdown in the country. Sales decline would occur, which would lead to low profit. Against the backdrop of low patronage, owners of private businesses are left with no choice than to lay off staff. This implies that the staff would lose their jobs. These firms see COVID-19 Pandemic as an opportunity for exploitation (Hope, Saidu & Success, 2020).

# CHAPTER THREE METHODOLOGY

# Introduction

This chapter is aimed at stating the methodology employed in carrying out this research work, that is to appraise the system of explicit rules and procedures upon which the research is based on or against which claims for knowledge are evaluated. It comprises the framing of the approach and execution of the research process in terms of defining and describing the design of the methodology with descriptions of how it is tested and applied and finally the approach adopted in the analysis of the data obtained.

# Research Design

Research design addresses the planning of scientific enquiring, designing a strategy for finding out something. Therefore, because prior findings are not enough, the phenomenon needs to be explored deeper from a quantitative basis to get insight and data from the employees’ perspectives as source of evidence from the real world context. Such information is usually gathered from an individual respondent (Brannick & Roche, 1997) chosen based on a set of criteria by which the phenomenon in question can be explored exhaustively. Hence this makes a survey research design strategy a pertinent fit.

# Population of the study

A population is a group of individual units with some commonality. In other words, members or units of a population are always alike in some significant aspects. Hence, Creswell (2005)

posits that a population is a group of individuals who comprise the same characteristics. It is

for the benefit of the population that researches are done. Accordingly, the research population for this study comprises the entire Universities in Nigeria. The target population is Igbinedion University, which comprises of 656 made of 290 Teaching staff and 366 non academic staff (which is put to about 153 Senior Non-Teaching staff and 213 Junior and Intermediate staff).

# Sampling Procedure

Since it would be somewhat impossible to collect information from all the members of the population (either it’s too expensive or time consuming), the researcher would select individuals from which to collect the data. This process is called sampling. The group from which the data is drawn is a representative sample of the population, and the results of the study can be generalized to the population as a whole. The sampling frame (i.e. group of units or individuals who have a legitimate chance of being selected) for this study which could be referred to as the target population would be all Senior Non-Teaching staff of Igbinedion University which is put at 153 due to their vast knowledge about BCMS and the internal and external activities of the school. The researcher uses a random selection procedure to choose participants where every member has an equal chance.

# Sample Size of the Study

A sample is a subgroup of the sample frame (target population) that the researcher plans to study for the purpose of making generalizations about the population. Consequently, the random sampling was adopted for the study. This method is a pertinent fit because the

sample from this procedure will be representative of the population since every member has

an equal chance of being picked. Accordingly, great care was exercised to get fair representation of the population as sample.

If a sample is taken from a know population, a formula must be used to take into account confidence levels and margins of error. The researcher will use a known target population of 153 (being the number of Senior Non-Teaching staff of Igbinedion university) to get the sample size for this study. Slovin’s formula (1960) as cited in Guilford and Fruchter (1973) which is related to Taro Yamen’s formula (1964) was adopted since it is apt for random sampling.

Slovin's Formula is given as follows: n = N/(1+Ne2)

Where;

n = no. of sample

N = total population

e = error margin/margin of error

In this study, the researcher uses a confidence level of 95 percent giving a margin error of

0.05 i.e. 5 percent.

n = 153/1+ 153(0.052)

n = 153/1+ (153 \* 0.05 \* 0.05) n = 153/1.915

n = 110.6 (approximated to 111)

Therefore, the sample size of 111 statistically gotten from the target population will be used as the element to sample. The statistical method used seems more acceptable when compared to most sample size calculators. This is so because generally, the rule of thumb is that the larger the sample size, the more statistically significant it is—meaning there’s less of a

chance that results happened by coincidence. In considering sample size, Saunders and Thornhill (2003) suggested that a minimum number of thirty (30) for statistical analyses provide a useful rule of thumb. Stutely’s (2003) advice of a minimum number of 30 for statistical analyses provides a useful rule of thumb for the smallest number in each category within your overall sample.

# Data Collection Procedure

A social survey method was adopted for the study. Data used for the study was sourced through the administration of questionnaires to the number of individuals that were randomly selected out of the population, which is put at 111.

# Questionnaire Description

Questionnaire is a series of written questions a participant answers. It is one of the techniques of survey research. The study employed the use of the Likert scales type questions.

Likert scales are survey questions that offer a range of answer options — from one extreme attitude to another, like “extremely likely” to “not at all likely.” Typically, they include a moderate or neutral midpoint. In the field of survey research, agree/disagree question under the unipolar scale has been extremely popular among survey researchers for decades. This is because they’re easy to write—and it’s a pretty standard question that is used across industries. However, the researcher decided against using the agree/disagree type of question, noting that research has revealed some challenges with this question type. This is because the seemingly simple agree/disagree construct has what is called an ***acquiescence response bias***. This means that people who answer surveys, like to be seen as agreeable. This normally

brings about bias in answering questions accurately. In order to force all questions into the same format, the ***item specific question*** was adopted, meaning that response options are specific to the survey question. Research has shown that ***item specific rating scales*** are much less prone to an acquiescent response bias. The questionnaire used in this study was structured into two sections with part A eliciting information about the respondent bio-data like age, sex, qualification, etc. whereas part B reflected the objectives, research questions and hypotheses of this study. See appendix I for a sample copy of the questionnaire.

# Data Analysis Technique and Model Specification

The data collected from the questionnaire distributed in this study were presented in tables and analyzed using simple percentages. The statistical technique used for analysis in this study is the Spearman's rho coefficient correlation using the statistical package for Social Science (SPSS).

***Correlation Coefficient***

The correlation coefficient a concept from statistics is a measure of how well trends in the predicted values follow trends in past actual values. It is a measure of how well the predicted values from a forecast model "fit" with the real-life data.

The mathematical formula for computing ***r*** is:



Agbadudu (2009)

Where;

n is the number of pairs of data.

X variable represents the input variable or independent variable, that is, the variable being used to predict the other variable.

Y often represents the output variable or the dependent variable and it is the variable being predicted. The value of r is such that -1 < *r* < +1. The + and – signs are used for positive

linear correlations and negative linear correlations, respectively. .

# Operationalization of Variables Variables:

***Dependent variables:*** organisational performance (education sector performance) ***Independent variables***: Business Continuity Management Strategy (organization preparedness and embeddedness of continuity practices)

# CHAPTER FOUR

**DATA PRESENTATION AND ANALYSIS OF RESULTS**

# Introduction

This chapter of the research is concerned with the presentation, analysis of data and testing of hypotheses developed in the process of carrying out this research work. Hence, it is a vital part of any research work, since it forms basis for recommendations and conclusion at the end of the research. The data were obtained from the responses in the questionnaires distributed to the Senior Non-Teaching staff of Igbinedion University. A total of one hundred and eleven (111) questionnaires were distributed, 100 were returned and used for the data presentation and analysis of result.

# Data Presentation and Analysis

The analysis of the filled and returned questionnaires is presented in the table below:

# Table 4.1 Analysis of Questionnaires Distributed and Returned

|  |  |  |
| --- | --- | --- |
| Questionnaires | Number of Respondents | Percentage (%) |
| Distributed | 111 |  |
| Returned and Properly filled | 100 | 90.1% |
| Not Returned | 11 | 9.9% |

Source: Field work 2021.

The table above shows that out of the one hundred and eleven (111) questionnaires distributed for this study, one hundred were returned and were properly filled. The returned

questionnaires which represent about 90.1% of the total questionnaires distributed were used for the data presentation, analysis and testing of hypotheses of this research.

# Table 4.2: Sex of the respondents

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
|  | Male | 72 | 72 | 72 |
| Valid | Female | 28 | 28 | 100.0 |
|  | Total | 100 | 100.0 |  |

Source: Field Work 2021

The table 4.2 above shows that out of the total respondents; seventy two (72) of the respondents representing about 72% are males while the females were twenty eight (28), representing about 28% of the respondents.

# Table 4.3: Age group of Respondents

|  |  |  |  |
| --- | --- | --- | --- |
|  | Frequency | Percent | Cumulative Percent |
|  | 30 – 44 | 39 | 39 | 39 |
| Valid | 45 – 59 | 42 | 42 | 81 |
|  | 60 and above | 19 | 19 | 100.0 |
|  | Total | 100 | 100.0 |  |

Source: Field work, 2021

From the table 4.3 above, we can see that from the respondents, 39% are within the age group of 30 – 44 years. 42% of the respondents are within the age group of 45 – 59 years. The remaining 19% of the respondents are within the age group of 60 years and above.

# Table 4.4: Respondents Response to variable questions

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **Variable** | **SA** | **A** | **U** | **D** | **SD** |
|  | **1** | **2** | **3** | **4** | **5** |
|  | **F %** | **F %** | **F %** | **F %** | **F %** |
| 1 | The pandemic affected activities in your organisation | 41(41) | 49 (49) | 3 (3) | 4(4) | 3(3) |
| 2 | Your organisation was prepared for the pandemic | 20(20) | 56 (56) | 5(5) | 14(14) | 5 (5) |
| 3 | The pandemic brought about a plan to reduce the number of employees | 21(21) | 57(57) | 15 (15) | 4 (4) | 3 (3) |
| 4 | The recruitment of new staff thatwere needed was affected by the pandemic | 25(25) | 61 (61) | 2 (2) | 8 (8) | 4 (4) |
| 5 | The organisation was able to cope with the cash flow shortage | 40(40) | 34 (34) | 10 (10) | 3 (3) | 13 (13) |
| 6 | BCM helped improve the enrolment of new students during the pandemic | 25 (25) | 57 (57) | 15 (15) | 2 (2) | 1 (1) |
| 7 | BCM is very important to your organization | 25(25) | 61 (61) | 2 (2) | 8 (8) | 4 (4) |
| 8 | The organization has a system for identifying problems, thus taking relevant decisions | 25 (25) | 57 (57) | 15 (15) | 2 (2) | 1 (1) |
| 9 | Management support the development of BCM | 41(41) | 49 (49) | 3 (3) | 4(4) | 3(3) |
| 10 | Management provide adequate financial support for business continuity management? | 25(25) | 61 (61) | 2 (2) | 8 (8) | 4 (4) |
| 11 | Embeddedness of continuity practices have an effect on organizational performance | 20(20) | 27 (27) | 21 (21) | 14(14) | 18 (18) |
| 12 | Implementation of BCM improves reputation of the organisation from the student enrolment perspective. | 19(19) | 25 (25) | 21 (21) | 15(5) | 20 (20) |
| 13 | The implementation of BCM in improving the organisation positionin relation to competitors has been very significant | 25(25) | 61 (61) | 2 (2) | 8 (8) | 4 (4) |
| 14 | Organization preparedness has an effect on organizational performance | 22(22) | 40 (40) | 5 (5) | 25 (25) | 8 (8) |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 15 | BCMS implementation enhanced the promptness of salary payment during the pandemic | 25(25) | 41 (41) | 10 (10) | 14(14) | 10 (10) |

Source: field survey, 2021

# Table 4.5: The pandemic affected activities in your organisation

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 41 | 41.0 | 41.0 | 41.0 |
| Agree | 49 | 49.0 | 49.0 | 90.0 |
| Neutral | 3 | 3.0 | 3.0 | 93.0 |
| Valid |  |  |  |  |
| Disagree | 4 | 4.0 | 4.0 | 97.0 |
| Strongly Disagree | 3 | 3.0 | 3.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (the pandemic affected activities in your organisation) reveals that 41, 49 and 3 of the respondents ticked strongly agree, agree and neutral respectively while 4 and 3 chose disagree and strongly disagree.

# Table 4.6: Your organisation was prepared for the pandemic

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 20 | 20.0 | 20.0 | 20.0 |
| Valid | Agree | 56 | 56.0 | 56.0 | 76.0 |
|  | Neutral | 5 | 5.0 | 5.0 | 81.0 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Disagree | 14 | 14.0 | 14.0 | 95.0 |
| Strongly Disagree | 5 | 5.0 | 5.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (your organisation was prepared for the pandemic) reveals that 20, 56 and 5 of the respondents ticked strongly agree, agree and neutral respectively while 14 and 5 chose disagree and strongly disagree.

# Table 4.7: The pandemic brought about a plan to reduce the number of employees

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 21 | 21.0 | 21.0 | 21.0 |
| Agree | 57 | 57.0 | 57.0 | 78.0 |
| Neutral | 15 | 15.0 | 15.0 | 93.0 |
| Valid |  |  |  |  |
| Disagree | 4 | 4.0 | 4.0 | 97.0 |
| Strongly Disagree | 3 | 3.0 | 3.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (the pandemic brought about a plan to reduce the number of employees) reveals that 21, 57 and 15 of the respondents ticked strongly agree, agree and neutral respectively while 4 and 3 chose disagree and strongly disagree.

# Table 4.8: The recruitment of new staff that were needed was affected by the pandemic

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree AgreeNeutralValidDisagreeStrongly Disagree Total | 20565145100 | 25.061.02.08.04.0100.0 | 25.061.02.08.04.0100.0 | 25.086.088.096.0100.0 |

Source: field survey, 2021

The analysis of the response to statement (the recruitment of new staff that were needed was affected by the pandemic) reveals that 20, 56 and 5 of the respondents ticked strongly agree, agree and neutral respectively while 14 and 5 chose disagree and strongly disagree.

# Table 4.9: The organisation was able to cope with the cash flow shortage

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid Strongly Agree | 40 | 40.0 | 40.0 | 40.0 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Agree Neutral DisagreeStrongly DisagreeTotal | 3410313100 | 34.010.03.013.0100.0 | 34.010.03.013.0100.0 | 74.084.087.0100.0 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 25 | 25.0 | 25.0 | 25.0 |
| Agree | 57 | 57.0 | 57.0 | 82.0 |
| Neutral | 15 | 15.0 | 15.0 | 97.0 |
| Valid |  |  |  |  |
| Disagree | 2 | 2.0 | 2.0 | 99.0 |
| Strongly Disagree | 1 | 1.0 | 1.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

Source: field survey, 2021

The analysis of the response to statement (the organisation was able to cope with the cash flow shortage) reveals that 40, 34 and 10 of the respondents ticked strongly agree, agree and

neutral respectively while 3 and 13 chose disagree and strongly disagree.

**Table 4.10: BCMS helped improve the enrolment of new students during the**

**pandemic**

The analysis of the response to statement (BCMS helped improve the enrolment of new students during the pandemic) reveals that 25, 57 and 15 of the respondents ticked strongly agree, agree and neutral respectively while 2 and 1 chose disagree and strongly disagree.

# Table 4.11: BCMS is very important to your organization

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree AgreeNeutralValidDisagreeStrongly Disagree Total | 2561284100 | 25.061.0 | 25.061.02.08.04.0100.0 | 25.086.088.096.0100.0 |
| 2.08.04.0100.0 |

Source: field survey, 2021

The analysis of the response to statement (BCMS is very important to your organization) reveals that 25, 61 and 2 of the respondents ticked strongly agree, agree and neutral respectively while 8 and 4 chose disagree and strongly disagree.

# Table 4.12: The organization has a system for identifying problems, thus taking relevant decisions

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 25 | 25.0 | 25.0 | 25.0 |
| Agree | 57 | 57.0 | 57.0 | 82.0 |
| Neutral | 15 | 15.0 | 15.0 | 97.0 |
| Valid |  |  |  |  |
| Disagree | 2 | 2.0 | 2.0 | 99.0 |
| Strongly Disagree | 1 | 1.0 | 1.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (the organization has a system for identifying problems, thus taking relevant decisions) reveals that 25, 57 and 15 of the respondents ticked strongly agree, agree and neutral respectively while 2 and 1 chose disagree and strongly disagree.

# Table 4.13: Management support the development of BCMS

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
|  | Strongly Agree | 41 | 41.0 | 41.0 | 41.0 |
|  | Agree | 49 | 49.0 | 49.0 | 90.0 |
| Valid |  |  |  |  |  |
|  | Neutral | 3 | 3.0 | 3.0 | 93.0 |
|  | Disagree | 4 | 4.0 | 4.0 | 97.0 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Strongly Disagree | 3 | 3.0 | 3.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (management support the development of BCMS) reveals that 41, 49 and 3 of the respondents ticked strongly agree, agree and neutral respectively while 4 and 3 chose disagree and strongly disagree.

# Table 4.14: Management provide adequate financial support for business continuity management?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 25 | 25.0 | 25.0 | 25.0 |
| Agree | 61 | 61.0 | 61.0 | 86.0 |
| Neutral | 2 | 2.0 | 2.0 | 88.0 |
| Valid |  |  |  |  |
| Disagree | 8 | 8.0 | 8.0 | 96.0 |
| Strongly Disagree | 4 | 4.0 | 4.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (management provide adequate financial support for business continuity management?) reveals that 25, 61 and 2 of the respondents ticked strongly agree, agree and neutral respectively while 8 and 4 chose disagree and strongly disagree.

# Table 4.15: Embeddedness of continuity practices have an effect on organizational performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 20 | 20.0 | 20.0 | 20.0 |
| Agree | 27 | 27.0 | 27.0 | 47.0 |
| Neutral | 21 | 21.0 | 21.0 | 68.0 |
| Valid |  |  |  |  |
| Disagree | 14 | 14.0 | 14.0 | 82.0 |
| Strongly Disagree | 18 | 18.0 | 18.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (embeddedness of continuity practices have an effect on organizational performance) reveals that 20, 27 and 21 of the respondents ticked strongly agree, agree and neutral respectively while 14 and 18 chose disagree and strongly disagree.

# Table 4.16: Implementation of BCMS improves reputation of the organisation from the student enrolment perspective.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 19 | 19.0 | 19.0 | 19.0 |
| Agree | 25 | 25.0 | 25.0 | 44.0 |
| Neutral | 21 | 21.0 | 21.0 | 65.0 |
| Valid |  |  |  |  |
| Disagree | 15 | 15.0 | 15.0 | 80.0 |
| Strongly Disagree | 20 | 20.0 | 20.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (implementation of BCMS improves reputation of the organisation from the student enrolment perspective) reveals that 19, 25 and 21 of the respondents ticked strongly agree, agree and neutral respectively while 15 and 20 chose disagree and strongly disagree.

# Table 4.17: The implementation of BCMS in improving the organisation position in relation to competitors has been very significant

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree | 25 | 25.0 | 25.0 | 25.0 |
| Agree | 61 | 61.0 | 61.0 | 86.0 |
| Neutral | 2 | 2.0 | 2.0 | 88.0 |
| Valid |  |  |  |  |
| Disagree | 8 | 8.0 | 8.0 | 96.0 |
| Strongly Disagree | 4 | 4.0 | 4.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 |  |

Source: field survey, 2021

The analysis of the response to statement (the implementation of BCMS in improving the organisation position in relation to competitors has been very significant) reveals that 25, 61 and 2 of the respondents ticked strongly agree, agree and neutral respectively while 8 and 4 chose disagree and strongly disagree.

# Table 4.18: Organization preparedness has an effect on organizational performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree AgreeNeutralValidDisagreeStrongly Disagree Total | 22405258100 | 22.040.05.025.08.0100.0 | 22.040.05.025.08.0100.0 | 22.062.067.092.0100.0 |

Source: field survey, 2021

The analysis of the response to statement (organization preparedness has an effect on organizational performance) reveals that 22, 40 and 5 of the respondents ticked strongly agree, agree and neutral respectively while 25 and 8 chose disagree and strongly disagree.

# Table 4.19: BCMS implementation enhanced the promptness of salary payment during the pandemic

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly Agree AgreeNeutralValidDisagreeStrongly Disagree Total | 2541101410100 | 25.041.010.014.010.0100.0 | 25.041.010.014.010.0100.0 | 25.066.076.090.0100.0 |

Source: field survey, 2021

The analysis of the response to statement (BCMS implementation enhanced the promptness of salary payment during the pandemic) reveals that 25, 41 and 10 of the respondents ticked strongly agree, agree and neutral respectively while 14 and 10 chose disagree and strongly disagree.

# 4.3 Hypotheses Testing

In the course of this research, some hypotheses were developed. Under this section, the hypotheses developed will be tested. The hypotheses are re-stated for the purpose of clarity.

Spearman's rho coefficient correlation technique calculated with the Statistical Package in the Social Sciences (SPSS) version 20 software was employed to analyse the hypotheses. To test the hypotheses stated in chapter one, correlation regression analysis was employed, aided by SPSS. A correlation exists irrespective of the direction (±) that may occur. Also, all correlation coefficients range from -1.00 to +1.00. A correlation coefficient of 0.00 tells you that there is a zero correlation or no relationship. Restating the hypotheses:

H01: BCMS have no impact on student enrolment in the Covid-19 pandemic era in Nigeria.

# Hypothesis One test result:

**Table 4.5: Correlations result**

|  |  |  |
| --- | --- | --- |
|  | BCM | student enrolment |
| Spearman's rho | CorrelationBCM Coefficient Sig. (2-tailed)NCorrelationstudent enrolment CoefficientSig. (2-tailed)N | 1.000. 100.966\*\*.000100 | .966\*\*.0001001.000. 100 |

\*\*. Correlation is significant at the 0.01 level (2-tailed). SPSS output, 2021

Our result shows that student enrolment with a value of 0.966 taken in its absolute form is statistically significant at the 0.01 level of significance. This means that the coefficient of 0.966 implies that a one-unit increase in student enrolment is due to the BCMS put in place by the organisation during the pandemic. The indication is that there is a 96.6% correlation between student enrolment and BCMS employed by the organisation. This means that the independent variable i.e. BCMS is an important determinant of the dependent variable i.e.

organisational performance in Igbinedion University proxy by organization preparedness and embeddedness of continuity practices. Result reveals that there is a positive significant relationship between BCMS and student enrolment in the Covid-19 pandemic era in Nigeria. The correlation result was confirmed with the Kolmogorov-Smirnov test as shown bellow;



H02: BCMS have no impact on salary payment in the Covid-19 pandemic era in Nigeria.

# Hypothesis Two test result:

**Correlations**

|  |  |  |
| --- | --- | --- |
|  | BCM | salary payment |
| Spearman's rho | CorrelationBCM Coefficient Sig. (2-tailed)NCorrelation Coefficientsalary payment Sig. (2-tailed) | 1.000 | .901\*\* |
| . | .000 |
| 100 | 100 |
| .901\*\* | 1.000 |
| .000 | . |
|  | N | 100 | 100 |

\*\*. Correlation is significant at the 0.01 level (2-tailed). SPSS output, 2021

Our result shows that salary payment with a value of 0.901 taken in its absolute form is statistically significant at the 0.01 level of significance. This means that the coefficient of 0.901 implies that a one-unit payment of salary was due to the BCMS put in place by the organisation during the pandemic. The indication is that there is a 90.1% correlation between salary payment and BCMS employed by the organisation. This means that the independent variable i.e. BCMS is an important determinant of the dependent variable i.e. organisational performance in Igbinedion University proxy by organization preparedness and embeddedness of continuity practices. Result reveals that there is a positive significant relationship between BCMS and salary payment during the Covid-19 pandemic era in Nigeria.

The correlation result was confirmed with the Kolmogorov-Smirnov test as shown bellow;





# CHAPTER FIVE

**SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

# Introduction

This chapter will give the findings obtained from testing the hypotheses and the research in general. It will also give conclusion and the necessary recommendations based on the findings obtained.

# Summary of Findings

This study investigated the effect of Business Continuity Management Strategy on organisational performance in the Covid-19 pandemic in Nigeria.

In the course of this research, the following findings were made:

* + 1. There is a positive significant relationship between BCMS and student enrolment in the Covid-19 pandemic era in Nigeria.
		2. There is a positive significant relationship between BCMS and salary payment during the Covid-19 pandemic era in Nigeria.

This findings elaborates the findings of Naser and Hammad (2020) who’s work indicated that BCM factors and organizational effectiveness are positively correlated and there is significant positive influence of NGOs Adopting BCM factors and the degree of NGOs organizational effectiveness. Păunescu and Agartu (2020) posited that business continuity response planning had the strongest impact on the overall effectiveness of the organization’s BCM in their research which further corroborates our findings.

# Conclusion

This study was embarked upon with a view to critically examine the effect of Business Continuity Management Strategy (organization preparedness and embeddedness of continuity practices) on organisational performance (education sector performance) in the Covid-19 pandemic in Nigeria. Due to its Western origins and the diverging implementation in non-Western settings, such as Nigeria, an exploration of local approaches and the value of Business Continuity Management Strategies during such pandemic as the Covid-19 pandemic become worthwhile. With a futuristic and preparedness perspective, effective lessons from the Covid-19 pandemic must be learnt and implemented. In chapter one of the study, a major introduction to the study was highlighted stating the objectives and significance of the study. In chapter two, a review of literature was embarked upon. In chapter three the methodology for the study was highlighted while in chapter four the data were presented, analyzed and the hypotheses tested. The study concludes that Business Continuity Management Strategy impacts on organisational performance (education sector performance) in the Covid-19 pandemic in Nigeria for organizations that had an existing BCMS in place before the pandemic.

# Recommendations

Based on this conclusion, it is therefore, recommended that;

* + 1. Without the visionary leadership from the management, most initiatives will not be effective. Therefore, management should commit to ensuring business functions and

ensuring that services are operating at an acceptable condition under crisis situation and service disruptions, as this is a crucial element of the overall corporate strategy.

* + 1. When an organization is well prepared, practices are incorporated into existing processes, and staff as well as senior management becomes highly committed. Therefore, organisations should endeavour to embed continuity practices as this would contribute to positive business impacts in which the organization will become more robust, capable to minimize the potential risk of incidents and recover more speedily as compared to its rivals.

# Recommendation for further studies

A study of this nature is very important because of its role to businesses generally. Therefore, there is need for adequate decisions to be taken based on research findings of this nature. Based on the above, we therefore request that further research be carried out in this subject area with larger sample size and a more robust analysis. This will ensure adequate recommendations that will be beneficial to the economy at large.

# 5.6. Contribution to knowledge

Business Continuity Management Strategies during such pandemic as the Covid-19 pandemic become worthwhile. The study has contributed in extant literature and findings are unique as a similar study is yet to be carried out in Nigeria. Business Continuity Management Strategies is frequently not been discussed or even addressed in the literature much as such, this study becomes unique and timely. To the best of researchers’ knowledge, no study has looked at this area in Nigeria.



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# Appendices Questionnaire

**Section A**

Socio- Economic and Demography

**1.** Gender: i. Male ( ) ii. Female ( )

**2.** Age: 30 – 44 ( )

45 – 59 ( )

60 and above ( )

# Section B

Please tick and write where necessary

1. The pandemic affected activities in your firm?
2. Strongly agreed ( )
3. Agreed ( )
4. Undecided ( )
5. Disagree ( )
6. Strongly disagreed ( )
7. Your firm was prepared for the pandemic
8. Strongly agreed ( )
9. Agreed ( )
10. Undecided ( )
11. Disagree ( )
12. Strongly disagreed ( )
13. The pandemic brought about a plan to reduce the number of employees
14. Strongly agreed ( )
15. Agreed ( )
16. Undecided ( )
17. Disagree ( )
18. Strongly disagreed ( )
19. The recruitment of new staff that were needed was affected by the pandemic
20. Strongly agreed ( )
21. Agreed ( )
22. Undecided ( )
23. Disagree ( )
24. Strongly disagreed ( )
25. The firm was able to cope with the cash flow shortage
26. Strongly agreed ( )
27. Agreed ( )
28. Undecided ( )
29. Disagree ( )
30. Strongly disagreed ( )
31. BCM helped improve the enrolment of new students during the pandemic
32. Strongly agreed ( )
33. Agreed ( )
34. Undecided ( )
35. Disagree ( )
36. Strongly disagreed ( )
37. BCM is very important to your organization
38. Strongly agreed ( )
39. Agreed ( )
40. Undecided ( )
41. Disagree ( )
42. Strongly disagreed ( )
43. The organization has a system for identifying problems, thus taking relevant decisions
44. Strongly agreed ( )
45. Agreed ( )
46. Undecided ( )
47. Disagree ( )
48. Strongly disagreed ( )
49. Management support the development of BCM
50. Strongly agreed ( )
51. Agreed ( )
52. Undecided ( )
53. Disagree ( )
54. Strongly disagreed ( )
55. Management provide adequate financial support for business continuity management?
56. Strongly agreed ( )
57. Agreed ( )
58. Undecided ( )
59. Disagree ( )
60. Strongly disagreed ( )
61. Embeddedness of continuity practices have an effect on organizational performance
62. Strongly agreed ( )
63. Agreed ( )
64. Undecided ( )
65. Disagree ( )
66. Strongly disagreed ( )
67. Implementation of BCM improves reputation of the firm from the student enrolment perspective.
68. Strongly agreed ( )
69. Agreed ( )
70. Undecided ( )
71. Disagree ( )
72. Strongly disagreed ( )
73. The implementation of BCM in improving the firm position in relation to competitors has been very significant
74. Strongly agreed ( )
75. Agreed ( )
76. Undecided ( )
77. Disagree ( )
78. Strongly disagreed ( )
79. Organization preparedness has an effect on organizational performance
80. Strongly agreed ( )
81. Agreed ( )
82. Undecided ( )
83. Disagree ( )
84. Strongly disagreed ( )
85. BCMS implementation enhanced the promptness of salary payment during the pandemic
86. Strongly agreed ( )
87. Agreed ( )
88. Undecided ( )
89. Disagree ( )
90. Strongly disagreed ( )

NONPAR CORR

/VARIABLES=BCM SE

/PRINT=SPEARMAN TWOTAIL NOSIG

/MISSING=PAIRWISE.

# Nonparametric Correlations

**Notes**

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|  |  | E. |
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| Resources | Elapsed Time | 00:00:00.06 |
|  | Number of Cases Allowed | 174762 casesa |

a. Based on availability of workspace memory

[DataSet0]

# Correlations

|  |  |  |
| --- | --- | --- |
|  | BCM | studentenrolment |
|  |  | Correlation Coefficient | 1.000 | .966\*\* |
|  | BCM | Sig. (2-tailed) | . | .000 |
| Spearman's |  | N | 100 | 100 |
| 1.000 |
| rho | student | Correlation Coefficient | .966\*\* |
|  | enrolment | Sig. (2-tailed) | .000 | . |
|  |  | N | 100 | 100 |

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

NONPAR CORR

/VARIABLES=BCM SP

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# Nonparametric Correlations

**Notes**

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|  |  | /MISSING=PAIRWIS |
|  |  | E. |
|  | Processor Time | 00:00:00.02 |
| Resources | Elapsed Time | 00:00:00.01 |
|  | Number of Cases Allowed | 174762 casesa |

a. Based on availability of workspace memory

[DataSet0]

# Correlations

|  |  |  |
| --- | --- | --- |
|  | BCM | salarypayment |
|  |  | Correlation Coefficient | 1.000 | .901\*\* |
|  | BCM | Sig. (2-tailed) | . | .000 |
| Spearman's |  | N | 100 | 100 |
| rho | salary | Correlation Coefficient | .901\*\* | 1.000 |
|  |
|  | payment | Sig. (2-tailed) | .000 | . |
|  |  | N | 100 | 100 |

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

\*Nonparametric Tests: One Sample. NPTESTS

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# Nonparametric Tests

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\*Nonparametric Tests: One Sample. NPTESTS

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# Nonparametric Tests

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\*Nonparametric Tests: One Sample. NPTESTS

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# Nonparametric Tests

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NPTESTS

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Syntax

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[DataSet0]

