

Board Characteristics and Financial Performance of Conglomerates in Nigeria

Augustine O. Okolie and Juliet C. Uwejeyan

ABSTRACT

This study explores the influence of corporate board attributes on the financial performance of conglomerates in Nigeria. Board Size, Board Independence, Board Committees, Board Meetings, and Board Shareholdings served as indicators of board characteristics, while financial performance was measured by Return on Assets (ROA). As a consequence of the 10-year study period from 2011 to 2020, a sample of five quoted conglomerates was selected. Secondary data were obtained from the annual reports of the selected conglomerates using an ex-post facto research design. The regression method employed was panel data regression. The findings demonstrate that the size, independence, and stock holdings of the board and audit committee had a considerable effect on the financial performance of conglomerates in Nigeria. However, board meetings did not show any significant influence on the financial performance of Conglomerates in Nigeria. The study recommends reasonable synergy between board members and owners to maintain a reasonable board size, accountability, transparency, and teamwork in order to sustain board independence as an instrument or influence on the financial performance of conglomerates in Nigeria. At the same time and reduce the frequency of holding board meetings in order to minimize its adverse effects on the financial performance of conglomerates in Nigeria.

Keywords: Board Committees, Board Independence, Board Meetings, Board Shareholdings, Board Size, Financial Performance.

1. INTRODUCTION

The contemporary business techniques and the upwardly growing global trends in business across the corporate world *vis-à-vis* the separation between ownership and control has animated some debates concerning the relationship between Firm Attributes and Financial Performance of conglomerates. Ebeigbo (2021) maintains that the global trend has raised investors' quest for the examination of firms' strength as a prelude to investment and assurance of the safety of investment and long-term financial stability of the firm. Abu, Arumona, and Uchenna (2016) has proved that no firm is too large to face possible collapse in all corporate and governance concerns and hence, the recent corporate collapses of various once famous prestigious firms around the world.

The major signs of poor corporate governance culture and the major global corporate tragedies have been shown to include poor management, fraud and insider abuse by management and board members, poor asset and liability management, and poor rules and monitoring (Abdullah, Zuleha Zakiah Muhammadan, & Arlina, 2015). The well-known Enron case in the United States, the financial crisis in Southeast Asia, Parmalat in Italy, HHH, Tel in Australia, and a few other cases demonstrate the necessity for tough governance in both the public and private sectors of the economy (Oyedokun, 2019).

Nigerian business environment has experienced major changes in board size, board structure, ownership structure, and financial disclosures since the current corporate

governance legislation (Onuorah & Imene, 2016). Di-Biase and Onorato (2021) believe that previous failures in most of the industries were prompted by a lack of effective governance occasioned by unsound boards in the presence of and accompanied by other factors that contributed to business space instability and corporate collapses in Nigeria. The qualities of the board of directors might also have seemingly substantial consequences on company performances since the board of directors represents the highest governing organ of the firm.

As the highest governing organ, the board of directors' primary responsibility is the protection of shareholders' interests accompanied by earnings generation, oversight and prevention of financial distress, etc. The implication is that the board of directors is involved in the strategy development process with unrestricted access to the information required for the effective performance of the oversight duties (Harris, Yao, Tariq, Javaid & Ul-Ain, 2019). There appears to have been a greater focus on boards' demonstration of value adding activities to their companies.

The debate on corporate governance failures in Nigeria became heated up by the recent Cadbury Nigeria Plc scandal which exposed and brought to the issues fore. Other issues include Board members' lack of comprehension; thus, raising a question over the effectiveness of Nigerian company boards and individual directors. Further issues are brought about by the mixed outcome of previous studies in and outside Nigeria; thus, necessitating and justifying the need for undergoing more investigations into the subject area.

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