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IMPROVING THE PERFORMANCE OF MONEY DEPOSIT BANKS THROUGH CORPORATE GOVERNANCE IN SOUTH EAST, NIGERIA

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Abstract

The study was on improving the performance of money deposit banks through corporate governance in South East, Nigeria. The specific objectives include to: Examine the extent through fulfillment of responsibilities by the board has increased on the absolute profit of money deposits banks in south-east, Nigeria, Ascertain the extent through integrity and ethical behavior has expanded on the earning per share of money deposits banks in South East, Nigeria, Determine the size through disclosure and transparency has increased on the net contribution to the economic development of the nation of money deposit banks in South East, Nigeria. The research survey design was used. The study used the administration of a questionnaire to the management and staff of the manufacturing firms. Out of a population of 2624 team, 330 staff was sampled. The sample size of 330 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of the staff sample, 315 staff returned the questionnaire and accurately filled. That gave 96 percent response rate. The validity of the instrument was tested using content analysis, and the outcome was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of .92 which was also good. The data were analyzed using students T-test for the statistical tool. The result showed that fulfillment of responsibilities by the board has no positive effect on increasing the absolute profit of money deposits banks in South East, Nigeria, $t(n = 315) = 4248.823$, $P<0.05$; Integrity and ethical behaviour has no positive effect on increasing earnings per share of money deposits banks in South East, Nigeria, $t(n = 315) = 761.285$, $P<0.05$; and Disclosure and transparency has no positive effect on increasing net contribution to the economic development of the nation of money deposit banks in South East, Nigeria $t(n = 315) = 5381.139$, $P<0.05$. The study concluded for the vibrant, transparent and healthy banking system in the mobilization and intermediation of fund, for the growth and development of the economy requirement not be over-emphasized. Worthy of note is the fact that the level of functioning of the financial sector depends on the perception and patronage of the citizens towards its services. It was recommended that Money deposits banks should increase the board composition and board diversity to enhance investor's confidence with the bank due to an increase of independence of the board.

Keywords: *Performance, Corporate Governance, Money Deposit Banks*

1.1 Introduction

The recent collapse of the stock market and uncovering of flagrant abuse of loans and perquisites in the banking sector and the high incidence of corruption in the Nigerian economy generally are enough to pose the question indeed of not corporate governance but its absence in this country. The massive fraud and cooking of the books in companies, a notable instance of which is Cadbury, not to mention insider dealings and compromised boards in many companies as well as spineless shareholders' associations, audit committees and rubber stamp Annual General Meetings suggest the collapse of corporate governance in Nigeria (Oyebode,2009).

Efficient and effective management of organizational resources requires good corporate governance practice especially in deposit money banks where there is a separation of management/shareholders. Corporate governance has become a topical challenge which has attracted the attention of academic scholars and practitioners. Revelations of corporate fraud all over the world in the past years have shaken investors' confidence, and historical antecedents in financial practices have indicated that financial crisis is the direct consequence of poor corporate governance Akingunola and Adedipe (2013). The importance of a vibrant, transparent and healthy banking system in the mobilization and intermediation of fund, for the growth and development of the economy, need not be over-emphasized. Worthy of is the fact that the level of functioning of the financial sector depends on the perception and patronage of the citizens towards its services.

The absence of confidence in any organization is attributable to shady management practices with a deleterious effect on its performance. Corporate performance is an important concept that relates to the way and manner in which financial, material and human resources available to an organization are judiciously used to achieve the overall corporate objective of an organization. It keeps the organization in business and creates a higher prospect for future opportunities (Adegbemi, Ofoegbu, and Ismail, 2016). The overall impact of good corporate governance should be the strengthening of investor's confidence in the economy of our country. Corporate governance is therefore about building credibility, ensuring transparency and accountability as well maintaining an active channel of information disclosure that would foster good organizational performance. It is therefore crucial that the banking sector observe a robust corporate governance ethos. Given the nature of banking business and the antecedents of the operators such as unrecoverable loans, unethical bank practices, illiquidity, etc. of Nigeria banks, corporate governance is fundamental to the nation's financial stability Afrinvest, (2010).

1.2 Statement of the Problem

Corporate government is the ensuring of transparency, accountability, trust as well as ensuring better management or information disclosure that enhances better good organizational performance. It is a body of the guideline by which organizations are charged manage and monitor by the board of directors to protect the interest and financial stakes of shareholders that are not close to the administration and management of the firm. Corporate governance is concerned with the creation of a balance between economic and social goals and between individual and communal goals. To achieve this, there is the need to encourage efficient use of resources, accountability in the use of power, and the alignment of the interest of the different stakeholders, such as individuals' corporations and the society.

The failure of a good number of the financial institution created severe pains and sorrows on depositors, and customers and a serious threat to a developing nation like our country Nigeria. It showed down the economy. The reliance on corporate governance practices have on the poor fulfillment of responsibilities by the board, lack of integrity and ethical behavior, lack of disclosure and transparency, poor shareholders rights, etc.

As a result of the above scenario, it gave rise to poor profits, reduced earnings per share, lack of net contribution to the economic development, poor quality of asset portfolio, high level of liquidity, lack of return on investment, etc. based on this, it has necessitated the study the improving the performance of money deposit banks through corporate governance.

1.3 Objective of the Study

The main objective of the study was to evaluate the improving the performance of money deposit banks through corporate governance. The specific objectives include;

i. Examine the extent of accountability by the board has increased on the entire project of money deposits banks in South East, Nigeria.

ii. Ascertain the extent security/protection has increased on the earning per share of money deposits banks in South East, Nigeria

iii. Determine the extent through transparency has increased on the net contribution to the economic development of the nation of money deposit banks in South East, Nigeria

1.4 Research Questions

i. To what extent does accountability by the board has increased on the entire project of money deposits banks in South East, Nigeria?

ii. To what extent does security/protection has increased on the earning per share of money deposits banks in South East, Nigeria?

iii. To what extent does through transparency has increased on the net contribution to the economic development of the nation of money deposit banks in South East, Nigeria?

1.5 Research Hypotheses

i. Accountability by the board has increased on the entire project of money deposits banks in South East, Nigeria.

ii. Security/protection has increased on the earning per share of money deposits banks in South East, Nigeria

iii. Transparency has increased on the net contribution to the economic development of the nation of money deposit banks in South East, Nigeria

2.0 Review of Related Literature

2.1 Conceptual Framework

2.1.1 Concept of Money Deposit Banks

Deposit money banks are resident depository corporations and quasi-corporations which have any liabilities in the form of deposits payable on demand, transferable by cheque or otherwise usable for making payments (Wikipedia, 2016). Bank deposits comprises of money placed into banking institutions for safekeeping. These deposits are made to deposit accounts such as savings accounts, checking accounts and money market accounts. The account holder has the right to withdraw deposited funds, as outlined in the terms and conditions governing the account agreement. The deposit itself is a liability owed by the bank to the depositor. Bank deposits refer to this liability rather than to the actual funds that have been deposited. When someone opens a bank account and makes cash deposit, he surrenders legal title to the cash, and it becomes an asset of the bank. In turn, the account is a liability to the bank (Investopiedia, 2017).

2.1.2 Concept of Corporate Governance

Corporate governance is a multi-faceted subject. An important theme of corporate governance deals with the issues of accountability and fiduciary duty, essentially advocating the implementation of guidelines and mechanisms to ensure good behavior and protect shareholders. Another key focus is the economic efficiency view, through which the corporate governance system should aim to optimize economic results, with a strong emphasis on shareholders welfare. There are yet other sides to the corporate governance subject, such as the stake holder's view, which calls for more attention and accountability to players other than the shareholders, e.g., the employees or the environment, (Awino, 2011). Corporate management concept has gone further as a subject of matter, an objective, or a regime followed for the good of shareholders, employees, customers, bankers and indeed for the reputation and standing of a nation and its economy. OECD, (2014) extend the concept of corporate governance as the system by which business corporations directed and controlled for the better of stakeholders and shareholders. Ramano, Ferretti, and Quirici, (2012), corporate governance should use any variable, which has a direct impact on corporation performance. After measuring this concept using board structure confront that good corporate governance practices seem to enhance bank performance since it affects the reputation on the bank in the overall market. Corporate governance has taken a stronger foothold in developed countries when compared to emerging economies. Kolk and Pinkse (2010) assert that good corporate governance has many benefits for the organization. The importance of corporate governance tends to be different with the level of organizational governance (IFC, 2004). Calabrese, Costa, Menichini, Rosati, and Sanfelice (2013) argued that company level, well-governed companies tend to have better and cheaper access to capital, and tend to outperform their inadequate governed peers over the long-term. Companies that insist upon the highest standards of governance reduce many of the risks inherent to an investment in a company (IFC, 2014).

Corporate governance is the system of rules, practices, and processes by which a company is directed and controlled. Corporate Governance refers to the way in which companies are governed and to what objective. It identifies who has power and accountability, and who makes decisions. It is, in essence, a toolkit that enables management and the board to deal more effectively with the difficulty of running a company. Corporate governance ensures that businesses have appropriate decision-making processes and controls in place so that the interests of all stakeholders (shareholders, employees, suppliers, customers, and the community) are balanced. Governance at a corporate level includes the processes through which a company's goals are set and pursued in the context of the social, regulatory and market environment. It is concerned with practices and procedures for trying to make sure that a company is run in such a way that it achieves its objectives while ensuring that stakeholders can have confidence that their trust in that company is well founded. As the home of good governance, ICSA believes that good management is essential as it provides the infrastructure to enhance the quality of the decisions made by those who manage businesses. Good quality, ethical decision-making builds sustainable companies and enables them to create long-term value more effectively (ICSA, 2017) (www.icsa.org.uk).

Corporate governance is a set of rules that define the relationship between stakeholders, management, and board of directors of a company and influence how that company is operating. At its most basic level, corporate governance deals with issues that result from the separation of ownership and control. But corporate governance goes beyond merely establishing a clear relationship between shareholders and managers. Corporate governance involves a set of relationships between a company's management, its board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined (OECD 2014). The relationships among the management, Board of Directors, controlling shareholders, minority shareholders, and other stakeholders. Corporate governance is the process carried out by the board of directors, and its related committees, On behalf of and for the benefit of the company's Shareholders and the other Stakeholders, to provide direction, authority, and oversights to management, It means how to make the balance between the board members and their benefits and the benefits of the shareholders and the other stakeholders (Youssef, 2017).

2.1.3 Concept of Performance in Money Deposit Banks

Performance may be defined as the reflection of the way in which the resources of a company (bank) are used in the form which enables it to achieve its objectives. Heremans, (2017), financial performance is the employment of economic indicators to measure the extent of actual achievement, contribution to making available financial resources and support of the bank with investment opportunities. Rutagi, (2017) defines financial performance as to how well an organization is performing. The general assumption among both researchers and practitioners is that active boards lead to effective organization. From either internal long-term profitability or external shareholder perspective, there is an indication that good boards may be able to add value to the organization, Epstein., (2013). Nigeria, as well known, is a country flowing with abundant human and natural resources. Like a twist of fortune, a good number of our citizens are living below the agreeable who objective standard (i.e., in sub-human condition) and in abject poverty. The deposit money banks whose duty it is to assist the small and medium scale enterprises financially (SMEs) that serves as a pivotal instrument of reducing abject poverty and enhancing economic growth in Nigeria could just be characterized as generally unstable and unreliable, in meeting the needs of these medium and small-scale enterprises. Many scholars have carried out a lot of research to proffer some possible solutions to areas that are dysfunctional in the deposit money banks in Nigeria especially in the field of meeting the borrowing needs of SMEs (Uzonwanne, 2015).

Deposit money banks which are also known as commercial banks are financial institutions that provide services, such as accepting deposits, giving business loans and auto loans, mortgage lending, and essential investment products like savings accounts and certificates of activities deposit. According to mainstream theory, they act as financial intermediaries to channel savers' money to firms and individuals who seek funding for their acts. Both monetary and development economists widely recognize their importance as a catalyst to economic growth/development. The financial system of Nigeria is dominated by the banking sector, especially the deposit money bank which provides the foundation for the development of the financial system. Their credit component constitutes a significant link between the financial industry and the real sector of the Nigerian economy. In performing these roles, deposit money banks must realize that they have the potentials, scopes, and prospects of mobilizing financial resources and allocating them to productive investments and, in return, improve sustainable performance and ensures that businesses are flourishing and alive. They not only store our saved cash and lend us money when we need it but act as the system of arteries that transport money around the economy (Uzonwanne, 2015).

For an economy whether rich or poor to function properly, it must have well-developed and healthy deposit cash in bank. The companies like medium and small-scale enterprises and individuals need to borrow money to start business and subsequently to build decent, formidable and innovative businesses which constitute the launching pad for any meaningful growth in any developing economy and this is why Oluyemi (2015) assert that deposit money banks are seen as an engine of growth of a country's economy that could greatly assist in the promotion of rapid economic growth. The financial institution has also been defined to be a catalyst for economic growth when it is well developed and judged to be healthy (Adeoye, 2017).

2.1.4 Corporate Governance and Bank's Performance in Nigeria

The financial institution in Nigeria like other African country has been struggling with the epidemic of poor corporate governance over the years what seem to be an emergency of integration between political and economic pursue after forty-seven years of political independence. This has to do with what revolves around all the sectors of the economy – corporate governance. It deals with the complex set of the relationships between the corporation and its board of Directors, Management, Shareholders and other Stakeholders. In the recent years, the regulators and legislators have intensified their focus on how business has been managed and run. This has led to the creation of a template for new corporate governance and ethical standard which is beneficial for both the stakeholders and controllers (Akingunola, Adekunle, and Adedipe, 2013). It has become a common assertion that the quality of corporate governance makes an important difference in the soundness and unsoundness of banks. Corporate governance refers to the extent to which companies are run openly and honestly Sanusi (2003).

2.1.5 Rate of Return on Investment

The rate of return investment is the gain or loss on an investment over a specified period, expressed as a percentage of the investment's cost. Gains on investments are described as income received plus any capital gains realized on the sale of the investment (Investopedia, 2017). A rate of return can be applied to any investment vehicle, from real estate to bonds, stocks and fine art, provided the asset is purchased at one point in time and produces cash flow at some point in the future. Investments are assessed based, in part, on past rates of return, which can be compared against assets of the same type to determine which investments are the most attractive. Return on investment – sometimes called the rate of return (ROR) – is the percentage increase or decrease of an investment over a set period (Investopedia, 2017). Return is a profit on an investment. It comprises any change in value and interest or dividends or other such cash flows which the investor receives from the investment. It may be measured either in absolute terms (e.g., dollars) or as a percentage of the amount invested. The rate of return is a profit on an investment over a period, expressed as a proportion of the original investment. The period is typically a year, in which case the rate of return is referred to an annual return. To compare returns over time periods of different lengths on an equal basis, it is useful to convert each return into an annualized return (Wikipedia, 2016).

2.1.6 Earnings per Share

Earnings per share or is an important financial measure, which indicates the profitability of a company. It is calculated by dividing the company's net income with its total number of outstanding shares. It is a tool that market participants frequently use to gauge the profitability of a company before buying its shares. EPS is the portion of a company's profit that is allocated to every individual share of the stock. It is a term that is of much importance to investors and people who buy and sell in the stock market. The higher the earnings per share of a company, the better are its profitability. While calculating the EPS, it is advisable to use the weighted ratio, as the number of shares outstanding can change over time. A more diluted version of the ratio also includes convertible shares as well as warrants under outstanding shares. It is considered to be a more expanded version of the basic earnings per share ratio. For an investor who is primarily interested in a steady source of income, the EPS ratio can tell him/her the room a company has for increasing its current dividend. Although EPS is an essential and crucial tool for investors, it should not be looked at in isolation. EPS of a company should always be considered about other companies to make a more informed and prudent investment decision (Nasdaq.com, 2017).

2.1.7 The Quality of Asset Portfolio

Asset quality (historically referred to as "portfolio quality") remains a key aspect of financial performance for MFIs. While MFIs continue to expand their provision of deposits, insurance, and other financial products, the loan portfolio is still typically the predominant component of its asset base. Asset quality is one of the most critical areas in determining the overall condition of a bank. The main factor affecting overall asset quality is the quality of the loan portfolio and the credit administration program (Knowledge-Driven International Development, 2015). Management often expends significant time, energy, and resources administering their assets, particularly the loan portfolio. Problems within this portfolio can detract from their ability to successfully and profitably manage other fields of the institution. Examiners should be diligent and focused when reviewing a bank's assets, as they can significantly impact most other facets of bank operations.

The asset quality rating reflects the quantity of existing and potential credit risk associated with the loan and investment portfolios, other real estate owned, and other assets, as well as off-balance sheet transactions. The ability of management to identify and manage credit risk is also reflected here. A measure of the likelihood of default of a loan or lease, combined with a measure of its marketability. That is, asset quality is a measure of the price at which a bank or other financial institution can sell a loan or lease to a third party, as determined by the borrower or lessee, especially by a bond issuer (Wikipedia, 2017).

2.1.8 Protection of Shareholders Right

Good corporate governance, especially protection of shareholders' rights, is crucial for attracting capital. Banks are in extreme need of additional cash resources for modernizing production and expanding into new markets. The two potential sources of desperately needed cash are loans from creditors and capital investments. Effective corporate governance and protection of shareholders' rights aids to assure the availability of both sources of funds. Fair and equal treatment of all holders of common shares is one of the key principles of effective corporate governance. (In developing countries, it may be expedient to prohibit issuing different types of common shares with different sets of rights, although this is allowed in many developed countries). Among the specific rights that should be guaranteed equally to all shareholders are: the right to receive dividends; preemptive rights to purchase additionally placed shares; the right to obtain adequate information on a company's activities; the right to participate in the general shareholders meeting, including adequate disclosure in advance of all materials necessary to make informed decisions and the right to receive a proportionate share of a company's property, after payment of creditors, in the event of its liquidation (Beeks, and Brown, 2006).

2.1.9 Interest of Shareholders

Corporations can influence and attract shareholder interest by being good corporate citizens, which involves caring for the communities in which they operate. Corporate citizenship also means that directors and executive officers must put shareholders' interests above their interests. One way to achieve this is to relate with executive compensation to share price. However, this approach runs the risk of encouraging short-term decision-making to influence share prices when management's focus should be on long-term shareholder value. Strict policies against conflicts of interest and the role of independent directors in setting executive pay are other ways of influencing and retaining shareholder interest (Chirantan, 2018).

2.1.10 Fulfillment of responsibilities by the board

As a diverse group of individuals, the most challenging aspect of board work is to function as a cohesive group, striving to achieve agreed-upon goals and objectives to carry out the purpose of the agency. It is critical that board members make decisions as a group. Even though individual board members may not agree with the group's final decision, it is essential that they support it. Working together requires that board members learn to solve problems and make decisions in an environment that encourages trust and respect for different ideas and points of view. The emphasis must be on open, honest communication, with the final result being group support for all board decisions (Arty and Judy 2013).

2.1.11 Integrity and ethical behavior

Individuals who show integrity in the workplace not only understand right from wrong but they practice it in all they do. This is beneficial in a business environment where trustworthy actions set the foundation for successful market relationships. An integrity-based approach to ethics management combines a concern for the law with an emphasis on managerial responsibility for ethical behavior. Though integrity strategies may changes in design and scope, all strive to define companies' guiding values, aspirations, and patterns of thought and conduct. When integrated into the day-to-day operations of an organization, such strategies can help prevent damaging ethical lapses while tapping into powerful human impulses for moral thought and action (Smerdon, 2013).

2.1.12 Transparency and disclosure

Transparency and disclosure (T&D) are essential elements of a robust corporate governance structure as they provide the base for informed decision making by shareholders, stakeholders and potential investors concerning capital allocation, corporate transactions, and financial performance monitoring. The importance of transparency has been widely recognized by both academics and market regulators, resulting in numerous rules and regulations being introduced over time to ensure timely and reliable disclosure of financial information, creating standards to which companies must adhere. Today, transparency is taking on a new meaning of more comprehensive and proactive disclosures rather than the release of corporate governance details or policies in a 'reactive' fashion (Benjamin 2014).

2.0 Theoretical framework

The following theories guided the study.

Agency Theory by Berle and Means (1932) and Stakeholder Theory

2.1 Agency Theory by Berle

It is an acknowledged fact that the principal-agent theory is generally considered the starting point for any debate on the issue of corporate governance is emanating from the classical thesis on The Modern Corporation and Private Property by Berle and Means (1932). According to this thesis, the fundamental agency problem in new firms is primarily due to the separation between finance and management. Modern firms are seen to suffer from the separation of ownership and control and therefore are run by professional managers (agents) who cannot be held accountable by dispersed shareholders. Agency theory suggests that there are several mechanisms to reduce the agency challenge in the firm. For examples, managerial incentive mechanism compensates regulatory efforts to serve the owners' interests; dividend mechanism reduces managerial intention to make an overinvestment decision which will be financed by internal free cash flow bonding mechanism reduces managerial moral hazard which potentially occurs when they are not restricted by bond contract and bankruptcy risk. Other owners' efforts to decrease agency cost of equity, potentially created by moral hazard managers, include the intention of owners to choose a reputable board of directors; direct intervention by shareholders, the threat of firing, and the threat of takeover(Sanda., 2005).

2.2 Stakeholder Theory

Stakeholder theory has become more prominent because many researchers have recognized that the activities of a corporate entity effect on the external environment requiring accountability of the organization to a wider audience than simply its shareholders. For instance, McDonald and Puxty (1979) proposed that companies are no longer the instrument of shareholders alone but exist within society and, therefore, has responsibilities to that society. One must, however, point out that great recognition of this fact has rather been a recent phenomenon. Indeed, it has been realized that economic value is created by people who voluntarily come together and cooperate to improve everyone's position (Freeman., 2004). Jenson (2001) critique the Stakeholders theory for assuming a single-valued objective (gains that accrue to a firm's constituencies). The argument of Jensen (2001) suggests that the performance of a firm is not and should not be measured only by profits to its stakeholders. Other key issues such as the flow of information from senior management to lower ranks, inter-personal relations, working environment, etc. are all critical issues that should be considered. Some of these other issues provided a platform for other arguments as discussed later. An extension of the research called an enlightened stakeholder theory was proposed. However, problems relating to empirical testing of the expansion have limited its relevance (Sanda, 2005).

3.0 Empirical Review

Otieno (2012) conducted a study on the effect of corporate governance on the financial performance of commercial banks in Kenya. The study examined the organizational governance factors and Financial Performance of commercial banks in Kenya. The study aimed at establishing the impacts of corporate governance practices and policies on financial Performance of commercial banks. A cross-sectional and analytical research design was in this study. The population involved in this study was all the 44 commercial banks in Kenya. A sampling ratio of 0.3 was used to obtain sample representation of the entire community. In this case, 13 CEOs from the sampled banks were subjected to the study. Primary data were collected by administering questionnaires to CEOs of the tested banks. Secondary sources were also used to obtain information; data from the published annual reports and company sources spanning five years. Statistical Package for Social Scientists (SPSS) was used and Spearman Correlation Coefficient and Multiple Regression Analysis to determine the magnitude of the relationship and prediction of financial performance respectively were applied. The study shows that boards of Nigerian banks significantly contribute to all stages of the strategic process from analysis to formulation and finally implementation. The study concludes Nigerian banks shed some light and adds to the ongoing, emerging and significant research stream that relates to financial services especially at this time that there is more focus on the degree of regulation in this sector. The study recommends that boards of Nigerian banks seem to be reluctant in evaluating their CEO and in management development and succession. This could imply that CEOs have a firm hold on their boards.

Adeyemi and Asaolu (2013) conducted an empirical investigation of the financial reporting practices and banks' stability in Nigeria. This study evaluates financial reporting practices among post consolidation banks in Nigeria and the subsequent stability of the banks. Specific objectives include the identification of the different regulatory provisions for banks' information disclosure and report presentation, the evaluation of information disclosure practices by the banks and an examination of the relationship between reporting practices and corporate stability of the banks. The study depends on secondary data collected through indepth content analysis of published annual reports and accounts of 13 out of the 21 banks quoted on the Nigerian Stock Exchange between 2005 and 2009. The results indicated a high level of compliance with the mandatory disclosure requirements for banks by scoring high on the CDI (mean more than 90%). Also, the regression results showed that disclosure has a positive and significant influence on banks stability (as defined by ROA and liquidity). The study concluded that though compliance with the existing regulatory requirements was high, this has not removed the banks' exposure to internal weakness and consequent distress. The study recommends that external Auditors responsibility for the survival of banks should extend beyond the present level. The expectation of the general public requires urgent attention through improved responsibility for auditors. If they are aware of the improved risk involved, then more caution would be deployed to work involved.

Gadi, Emesuanwu, Shammah (2015) studied the Impact of Corporate Governance on Financial Performance of Microfinance Banks in North Central Nigeria. The primary objective of the study was to assess the impact of corporate governance (CG) on microfinance bank's financial performance in Nigeria. The data generated for the study were analyzed using the Pearson correlation coefficient, ordinary least square regression. The Pearson correlation reveals that significant relationship exists between Earnings per share (EPS) and corporate governance (Board Composition and Composition of Board Committees) while the regression analysis shows that no significant relationship exists between corporate governance and bank's financial performance. The study shows that good corporate governance practices will entail several advantages to the banks, the most important being the access to capital for investment and the enhancement of their corporate image. The study concludes that the composition of the board of directors, the board size and the composition of the audit committee of microfinance banks in Nigeria cannot significantly determine the value of earnings per, the existing share and possible return on the current assets of these banks which shall, in turn, affect their financial performance. The study recommends that the board of directors of microfinance banks should adhere strictly to the provisions of the code of corporate governance on Board Composition (BC) and Composition of Board Committees (CBC).

Adeoye and Amupitan (2015) conducted a study on the corporate governance in the Nigerian banking sector: issues and challenges. In the banking sector, good corporate governance practices are regarded as necessary in reducing the risk for investors, attracting investment capital and improving the performance of companies. This paper examined the Issues and challenges around Corporate Governance in the Nigerian Banking Industry. Data were sourced from the survey questionnaire. In analyzing the data, the descriptive statistics were used. The study found that lack of presentation of information is universal banks in pre-consolidation than post-consolidation era, frauds, override of internal control and non-adherence to limits of authority in a bid to meet set targets and recapitalization of bank play a vital role in promoting effective corporate governance. Also, the lack of effective corporate governance fails banks in Nigeria. The study concludes that Corporate Governance is necessary to the proper functioning of banks as intentional override of internal control systems at the strategic level, poor risk management or absence of risk management frameworks and different unethical practices by banks put the banks in grave situation and leading to near-collapse of some banks if not for the swift interventions of the apex bank in salvaging the situation through various means such as establishment of bridge banks, regulatory-induced mergers and acquisitions, liquidity injections amongst other strategies. The study recommends that deposit money banks should be encouraged to strengthen their risk management framework to reduce to the barest minimum cases of non-performing loans.

This they should do by ensuring only those who qualify and can pay back as well as the character are avail loans and overdrafts.

Abdulazeez and NdibeL (2016) conducted a study on the corporate governance and financial performance of listed deposit money banks in Nigeria. Effective management of organizational resources requires good corporate governance practice mainly in the banking industry where there is management/shareholders separation. Since the introduction of corporate governance code after the CBN consolidation exercise in 2005, corporate governance has attracted the unprecedented attention of researchers. However, the sample sizes, as well as the number of years covered by previous researches, were considered inadequate to generalize findings. It is against this backdrop that the study evaluates the impact of corporate governance on the financial performance of all listed deposit money banks in Nigeria for seven (7) years (after consolidation). Data for the study were quantitatively retrieved from the annual reports and accounts of the studied banks. Multico linearity test was conducted via Pearson correlation and further confirmed through VIF test. Regression was used to analyze the data, and it was found that a larger board size contributes positively and significantly to the financial performance of deposit money banks in Nigeria. The study revealed that an increase in board size would increase the production of the banks. The study concludes that when a board size is large, it will be difficult for a person (maybe CEO) to dominate the board and decisions reached by the committee are seen to have emanated from sound and constructive arguments. The study recommends that the size of the board (membership) should be increased but not exceeding the maximum number specified by the code of corporate governance for banks.

Asiligwa (2017) conducted a study on the effect of internal controls on the financial performance of commercial banks in Kenya. The objective of the study was to establish the Effect of Internal Controls on Financial Performance of Commercial Banks in Kenya. Internal Controls were measured using the five elements of internal control as stipulated by the Committee of Sponsoring organizations of Treadway Commission framework of internal controls while Financial Performance was measured using the historical average of Return on Equity. A descriptive research design was adopted due to its ability to describe the relationship between elements of Internal Controls and Financial Performance. The study used the 43 commercial banks in Kenya. Primary data was collected using a structured questionnaire. Descriptive statistics obtained from data analysis were presented using frequency tables, while inferential data findings were presented using correlation and regression tables. The study findings revealed that the banking sector enjoys a robust financial performance partly because of implementing and maintaining adequate internal controls. The existence of effective internal control is attributed to the highly regulated and structured environment in the banking sector. The research recommends banks should effectively implement and maintain internal controls due to the nature of the riskiness of the banking sector and its impact on financial performance.

3.0 Methodology

The study was based on improving the performance of money deposit banks through corporate governance in south-East, Nigeria. The study made use of banks from various states of the South-East namely First Bank and Access Bank-Enugu, Enugu state, UBA, Aba, Abia state, Skybank-Owerri, Imo state, Ecobank-Awka, Anambra state, Zenith Bank-Abakiliki, Ebonyi state to represent others in the country. They have high strength and operate on high ethical standards. The study covered the period of (2010-2018). The study used the survey approach. The primary sources were a personal interview and the administration of a questionnaire to the management and staff of the manufacturing firms.

Out of a population of 2624 staff, the sample size of 330 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of the staff sampled 315 staff returned the questionnaire accurately filled. That gave 96 percent response rate. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of .92 which was also good. Data were presented in frequency tables. Data were performed and analyzed by means score and standard deviation using Sprint Likert Scale. For the test of the hypotheses, the data were analyzed using students t-test for the statistical tool.

4.0 Data analysis

Likert Scale Analysis

4.1. Research question one. Accountability by the board has increased on the complete project of money deposits banks in South East, Nigeria?

Table 1: Responses to research question one accountability by the board has increased on the complete project of money deposits banks in South East, Nigeria.

		5 SA	4 A	3 N	2 D	1 SD	∑FX	- X	Std.D	Decision
1	Efficient management of the organization has improved the income of money deposits banks.	750 150	136 34	123 41	134 67	23 23	1166 315	3.70	43.86	Agree
2	The effective monitoring of the board increased attaining the objectives of money deposits banks.	790 158	112 28	123 41	138 69	19 19	1182 315	3.75	45.92	Agree
3	The board secure and deliver a competitive rate of return on investment.	570 114	164 41	165 55	150 75	30 30	1079 315	3.42	35.47	Agree
4	The provision of right incentives by the board increases value for maximizing investment and financing decision.	700 140	140 35	129 43	146 73	24 24	1139 315	3.63	41.46	Agree
5	The board discipline and checks over excess on controlling.	745 149	144 36	132 44	112 56	30 30	1163 315	3.69	43.64	Agree
	N =315, Grand mean and standard deviation							18.19	210.35	

Source: Field Survey, 2018

From the table, it was agreed that efficient management of the organization had improved the income of money deposits banks with a mean score of 3.70 and a standard deviation of 43.86. The effective monitoring of the board increased attaining the objectives of money deposits banks with mean score of 3.75 and standard deviation of 45.92 and the board secure and deliver a competitive rate of return on investment with mean score of 3.42 and standard deviation of 35.47, the provision of right incentives by the board increases value for maximizing investment and financing decision with mean score of 3.63 and a standard deviation of 41.46. Finally, it was agreed that the board discipline and checks over excess on controlling with a mean score of 3.69 and a standard deviation of 43.64.

4.2 Research Question Two: Security/protection has increased on the earning per share of money deposits banks in South East, Nigeria?

Table 2: Responses to research question two security/protection has increased on the earning per share of money deposits banks in South East, Nigeria.

		5 SA	4 A	3 N	2 D	1 SD	∑FX	- X	Std.D	Decision
6	Poor vigilant oversight has reduced earnings per share.	880 178	252 63	105 35	62 31	10 10	1309 315	4.16	51.79	Agree
7	Corporate managers pursue them to the detriment of the owner.	695 139	276 69	153 51	70 35	21 21	1215 315	3.86	42.92	Agree
8	The board is remiss in its accountability to stakeholders.	710 142	224 56	135 45	86 43	29 29	1184 315	3.76	42.68	Agree
9	There is the creation of a board audit to assist reduce governance deficiencies.	720 144	268 67	156 52	62 31	21 21	1227 315	3.81	44.06	Agree
10	Integrity and ethical behavior attract investment capital.	640 128	228 72	126 42	62 31	22 22	1078 315	3.43	38.72	Agree
	N =315, Grand mean and standard deviation							19.02	220.17	

Source: Field Survey, 2018

From the table: it indicates that Poor vigilant oversight has reduced earnings per share with a mean score of 4.16 from the respondents and a standard deviation of 51.79, corporate managers pursue their own self-interest to the detriment of the owner with 3.86 agree of mean score, the board remiss in its accountability to stakeholders with 3.76 mean score and 42.68 standard deviation while 3.81 agree to indicate average supports that there is creation of board audit to assist reduce governance deficiencies with standard deviation of 44.06, integrity and ethical behavior attracts investment capital with mean score of 3.42 from the respondents and standard deviation of 38.72.

4.3 Research Question 3: Transparency has increased the net contribution to the economic development of the nation of money deposit banks in the South East, Nigeria?

Table 3: Responses to research question three transparencies has increased on the net contribution to the economic development of the nation of money deposit banks in South East, Nigeria

		5 SA	4 A	3 N	2 D	1 SD	∑FX	- X	Std.D	Decision
11	There is a degree of confidence that is necessary for the better functioning of the market economy.	785 157	264 66	126 42	58 29	21 21	1254 315	3.98	47.00	Agree

12	The transparency creates room for economic growth which increases GDP.	595 119	304 76	162 54	20 20	26 26	1077 315	3.51	38.55	Agree
13	There will be reduced sector reformation and restructuring.	895 179	216 54	111 37	40 26	19 19	1281 315	4.07	52.08	Agree
14	The transparency reduces economic turbulence and political meltdown.	810 162	224 56	138 46	60 30	21 21	1253 315	3.98	47.87	Agree
15	Lack of committing financial reporting fraud attracts correct tax to the government and an increase in GDP.	775 155	320 80	102 34	58 29	17 17	1276 315	4.05	47.45	Agree
	N =315, Grand mean and standard deviation							19.59	232.95	

Source: Field Survey, 2018

From the table, 3.98 mean score of respondents agreed that there is a degree of confidence that is necessary for the better functioning of the market economy with a standard deviation of 47.06, the transparency creates room for economic growth which increases GDP with 3.51 mean score and standard deviation of 38.55, there will be reduced sector reformation and restructuring with a mean score of 4.07 of the respondents and 52.08 standard deviation, the transparency decreases economic turbulence and political meltdown with mean score of 3.98 and a standard deviation of 47.87 while lack of committing financial reporting fraud attracts correct tax to the government and increase in GDP with mean score of 4.05 and a standard deviation of 47.45.

4.4 HYPOTHESES

1. The extent through the fulfillment of responsibilities by the Board has increased the profits of Money Deposit Banks in South-East, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.991[a]	.982	.982	.17525

a. Predictors: (Constant), RBDCOECM, REMBIAOMDB, RBSDCRRI, RPRIBIVMIFD

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	521.990	4	130.497	4248.823	.000[b]
1	Residual	9.521	310	.031		
	Total	531.511	314			

a. Dependent Variable: REMOIIMDB

b. Predictors: (Constant), RBDCOECM, REMBIAOMDB, RBSDCRRI, RPRIBIVMIFD

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.005	.036		.128	.898
	REMBIAOMDB	.296	.031	.282	9.566	.000
	RBSDCRRI	-.083	.027	-.086	3.044	.003
	RPRIBIVMIFD	.516	.038	.516	13.490	.000
	RBDCOECM	.270	.039	.286	6.912	.000

a. Dependent Variable: REMOIIMDB

Where

REMOIIMDB = Response on the efficient management of the organization has improved the income of money deposit banks

REMBIAOMDB = Response on the effective monitoring of the Board increased attaining the objectives of money deposits banks

RBSDCRRI = Response on the Board secure and deliver a competitive rate of return on investment

RPRIBIVMIFD = Response on the provision of right incentives by the Board increases value for maximizing investment and financing decision

RBDCOECM = Response on the Board discipline and checks over excesses on controlling Managers.

Statistical Criteria {First Order Test}

The coefficient of Multiple Determinants {r^2}

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .982 and adjusted to .982. This means that R^2 accounts for 98.2% of approximately 98%. This indicates that the independent variables account for about 98% of the variation in the dependent variable. Which shows the goodness of fit.

The Student's T-Test

The test is carried out, to check for the particular significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of the hypothesis.

H0: The individual parameters are not significant.

H1: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Level of significance = α at 5% = $\frac{0.05}{2}$ = 0.025

Degree of freedom: n-k

Where n: sample size.

K: Number of the parameter.

315-5 = 310 = 1.960

The calculated value for the t-test
The t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	.128	± 1.960	Non-Significant
REMBIAOMDB	9.566	± 1.960	Significant
RBSDCRRI	3.044	± 1.960	Significant
RPRIBIVMIFD	13.490	± 1.960	Significant
RBDCOECM	6.912	± 1.960	Significant

The t-statistics are used to test for particular significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, we now agree that effective monitoring of the Board increased attaining the objectives of money deposits banks; that Board secure and deliver a competitive rate of return on investment; that the provision of right incentives by the Board increases value for maximizing investment and financing decision; that the Board discipline and checks over excesses on controlling Managers. On the other hand, the following parameters were statistically non-significant; therefore we disagree that the efficient management of the organization has improved the income of money deposit banks.

F-STATISTICS (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.
The hypothesis is stated;
H0: $\beta_1 = \beta_2 = \beta_3 = \beta_4$
H1: $\beta_1 = \beta_2 = \beta_3 = \beta_4$
Level of significance: α at 5%
Degree of freedom: $\frac{N-1}{N-K} = \frac{5-1}{315-4} =$ (310, 4) = 2.3719

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal,> f-tab} reject the null hypothesis {H0} that the overall estimate is not significant and if otherwise conclude that the total assessment is statistically significant.

Decision

From the result, f-calculated {4248.823} is greater than the f-tabulated {2.3719}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that fulfillment of responsibilities by the Board has increased the profits of Money Deposit Banks in South-East, Nigeria.

2. The extent through integrity and ethical behavior have increased on the earning per share of Money Deposit Banks in South-East, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.953[a]	.908	.906	.35270

a. Predictors: (Constant), RIEBAIC, RBRAS, RCMPOIOIDO, RCBAARGD

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	378.814	4	94.703	761.285	.000[b]
	Residual	38.564	310	.124		
	Total	417.378	314			

a. Dependent Variable: RPVOREPS
b. Predictors: (Constant), RIEBAIC, RBRAS, RCMPOIOIDO, RCBAARGD

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.937	.069		13.611	.000
	RCMPOIOIDO	-.083	.112	-.092	-.741	.459
	RBRAS	.397	.064	.477	6.167	.000
	RCBAARGD	-.031	.133	-.035	-.236	.814
	RIEBAIC	.552	.094	.610	5.878	.000

a. Dependent Variable: RPVOREPS

Where

RPVOREPS = Response on poor vigilant oversight and reduced earning per share
RCMPOIOIDO = Response on corporate managers pursue them to their own self-interest to the detriment of the owners
RBRAS = Response on the board remiss in its accountability to stakeholders
RCBAARGD = Response that there is the creation of Board audit to assist reduce governance deficiencies
RIEBAIC = Response on the integrity and ethical behavior attracts investments capital

Statistical Criteria {First Order Test}

The coefficient of Multiple Determinants {R^2}

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .908 and adjusted to .906. This means that R^2 accounts for 90.6% of approximately 91%. This indicates that the independent variables account for about 91% of the variation in the dependent variable. Which shows the goodness of fit.

The Student's T-Test

The test is carried out, to check for the personal significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of the hypothesis.

H0: The individual parameters are not significant.
H1: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Level of significance = α at 5% = $\frac{0.05}{2}$ = 0.025

Degree of freedom: n-k
Where n: sample size.
K: Number of the parameters.
315-5 = 310 = 1.960

The calculated value for the t-test:
The t-test is summarized in the table below:

Variables	t-cal	t-tab	Remark
(Constant)	13.611	± 1.960	Significant
RCMPOIOIDO	-.741	± 1.960	Non-Significant
RBRAS	6.167	± 1.960	Significant
RCBAARGD	-.236	± 1.960	Non-Significant
RIEBAIC	5.878	± 1.960	Significant

The t-statistics are used to test for personal significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, we now agree that poor vigilant oversight and reduced earning per share; that board remiss in its accountability to stakeholders; that the integrity and ethical behavior attracts investments capital.

On the other hand, the following parameters were statistically non-significant; therefore we disagree that corporate managers pursue their to their to the detriment of the owners; that there is the creation of Board audit to assist reduce governance deficiencies.

F-STATISTICS (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

H0: $\beta_1 = \beta_2 = \beta_3 = \beta_4$

H1: $\beta_1 = \beta_2 = \beta_3 = \beta_4$

Level of significance: α at 5%

Degree of freedom: $\frac{N-1}{N-K} = \frac{5-1}{315-4} =$ (310, 4) = 2.3719

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H0} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {761.285} is greater than the f-tabulated {2.3719}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that integrity and ethical behavior has increased on the earning per share of Money Deposit Banks in South-East, Nigeria.

3. The extent through which disclosure and transparency have increased on the net contribution to economic development of the nation of Money Deposit Banks in South-East, Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.993[a]	.986	.986	.15191

a. Predictors: (Constant), RLCFRFATGIGDP, RDTCREGIGDP, RRSRR, RDTRETPM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	496.732	4	124.183	5381.139	.000[b]
1	Residual	7.154	310	.023		
	Total	503.886	314			

a. Dependent Variable: RDCNBFME

b. Predictors: (Constant), RLCFRFATGIGDP, RDTCREGIGDP, RRSRR, RDTRETPM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-.040	.031		-1.277	.203
	RDTCREGIGDP	.021	.020	.022	1.069	.286
1	RRSRR	-.039	.032	-.038	-1.226	.221
	RDTRETPM	.655	.032	.663	20.570	.000
	RLCFRFATGIGDP	.371	.035	.353	10.576	.000

a. Dependent Variable: RDCNBFME

Where

RDCNBFME = Response that there is a degree of confidence that is necessary for the better Functioning of the market economy

RDTCREGIGDP =Response on the disclosure and transparency creates room for economic Growth which increases GDP

RRS = Response that there will be reduced sector reformation and restructuring

RDTRETPM = Response on the disclosure and transparency reduces economic turbulence and political meltdown

RLCFRFATGIGDP = Response on the lack of committing financial reporting fraud attracts correct tax to the government, and increase in GDP.

Statistical Criteria {First Order Test}

The coefficient of Multiple Determinants {R^2}

The R^2 {R-Squared} which measures the overall goodness of fit of the complete regression, shows the value as .986 and adjusted to .986. This means that R^2 accounts for 98.6% approximately 99%. This indicates that the independent variables account for about 99% of the variation in the dependent variable. Which shows the goodness of fit.

The Student's T-Test

The test is carried out, to check for the special significance of the variables. Statistically, the T-statistics of the variables under consideration is interpreted based on the following statement of the hypothesis.

H0: The individual parameters are not significant.

H1: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H0} and accept the alternative hypothesis {H1}, and if otherwise, we select the null hypothesis {H0} and reject the alternative hypothesis {H1}.

Level of significance = α at 5% = $\frac{0.05}{2}$ = 0.025

Degree of freedom: n-k

Where n: sample size.

K: Number of the parameter.
315-5 = 310 = 1.960

The calculated value for the t-test

The t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	-1.277	± 1.960	Non-Significant
RDTCREGIGDP	1.069	± 1.960	Non-Significant
RRSRR	-1.226	± 1.960	Non-Significant
RDTRETPM	20.570	± 1.960	Significant
RLCFRFATGIGDP	10.576	± 1.960	Significant

The t-statistics are used to test for special significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, we now agree that the disclosure and transparency reduce economic turbulence and political meltdown; that lack of committing financial reporting fraud attracts correct tax to the government, and increase in GDP. On the other hand, the following parameters were statistically non-significant; therefore we disagree that there is a degree of confidence that is necessary for the better functioning of the market economy; that disclosure and transparency create room for economic growth which increases GDP; that there will be reduced sector reformation and restructuring.

F-Statistics (Anova)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.
The hypothesis is stated;
H0: $\beta_1 = \beta_2 = \beta_3 = \beta_4$
H1: $\beta_1 = \beta_2 = \beta_3 = \beta_4$
Level of significance: α at 5%
Degree of freedom: $\frac{N-1}{N-K} = \frac{5-1}{315-4} =$ (310, 4) = 2.3719

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H0} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {5381.139} is greater than the f-tabulated {2.3719}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that disclosure and transparency have increased on the net contribution to economic development of the nation of Money Deposit Banks in South-East, Nigeria.

Discussion of findings

Working together requires that board members learn to solve problems and make decisions in an environment that encourages trust and respect for different ideas and points of view. The emphasis must be on open, honest communication, with the final result being group support for all board decisions (Arty and Judy 2013). This was supported by the outcome of hypothesis one, f-calculated {4248.823} is greater than the f-tabulated {2.3719}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that fulfillment of responsibilities by the Board has increased the profits of Money Deposit Banks in South-East, Nigeria.

From the result, f-calculated {761.285} is greater than the f-tabulated {2.3719}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that integrity and ethical behavior has increased on the earning per share of Money Deposit Banks in South-East, Nigeria. This was supported in the literature review of Semerdon, (2013), An integrity-based approach to ethics management combines a concern for the law with an emphasis on managerial responsibility for ethical behavior. Though integrity strategies may vary in design and scope, all strive to define companies' guiding values, aspirations, and patterns of thought and conduct. When integrated into the day-to-day operations of an organization, such strategies can help prevent damaging ethical lapses while tapping into powerful human impulses for moral thought and action.

In line with the study of Benjamin (2014) Transparency and disclosure (T&D) are essential elements of a robust corporate governance framework as they provide the base for informed decision making by shareholders, stakeholders and potential investors about capital allocation, corporate transactions, and financial performance monitoring. From the result, f-calculated {5381.139} is greater than the f-tabulated {2.3719}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept Alternative hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that disclosure and transparency have increased on the net contribution to economic development of the nation of Money Deposit Banks in South-East, Nigeria.

Conclusions

The study concluded that fulfillment of responsibilities by the Board had increased the profits of Money Deposit Banks in South-East, Nigeria; integrity and ethical behavior has improved on the earning per share of Money Deposit Banks in South-East, Nigeria and disclosure and transparency has increased on the net contribution to economic development of the nation of Money Deposit Banks in South-East, Nigeria. The importance of a vibrant, transparent and healthy banking system in the mobilization and intermediation of fund, for the growth and development of the economy, need not be over-emphasized. Worthy of is the fact that the level of functioning of the financial sector depends on the perception and patronage of the citizens towards its services.

Recommendations

i. Money deposits banks in South- East, Nigeria should have an optimal board size and board committee to increase performance. There is also a need to increase the board composition and board diversity to enhance investor's confidence with the bank due to an increase of independence of the board.

ii. Comply with corporate governance requirements and best practices to avoid bank closure and placement under judicial management.

iii. Money deposit banks in South East, Nigeria should improve on transparency and disclosure which could impair competitiveness.

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