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CONTENTS

2. [2.] 3. [4.] 4.] 5. [6.] 7. [8.] 9.] 10.]	TITLE & NAME OF THE AUTHOR (S) A FACTOR ANALYSIS ON PRODUCT ATTRIBUTES FOR CONSUMER BUYING BEHAVIOR OF MALE COSMETICS IN NAGPUR CITY DR. N. M. KULKARNI & SAKET BANSOD CROSS BORDER MERGERS & ACQUISITIONS AND ITS EFFECT ON SHAREHOLDERS WEALTH IN INDIA IAYANT KALGHATGI & DR. RAVINDRANATH.V.BADI CONSUMER BEHAVIOR TOWARDS CELEBRITY ENDORSEMENT OF PRODUCTS AND SERVICES DR. D. S. CHAUBEY, K. R. SUBRAMANIAN & SHYAM SUNDER SAINI ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY DR. AMARENDRA PRATAP SINGH	Page No. 1 5 10 17 24 31 36
1. 2. 3. 4. 4. 4. 4. 4. 4. 4. 4	DR. N. M. KULKARNI & SAKET BANSOD CROSS BORDER MERGERS & ACQUISITIONS AND ITS EFFECT ON SHAREHOLDERS WEALTH IN INDIA IAYANT KALGHATGI & DR. RAVINDRANATH.V.BADI CONSUMER BEHAVIOR TOWARDS CELEBRITY ENDORSEMENT OF PRODUCTS AND SERVICES DR. D. S. CHAUBEY, K. R. SUBRAMANIAN & SHYAM SUNDER SAINI ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	1 5 10 17 24 31
2. () 3. () 4. () 4. () 5. () () 6. () 7. () 8. () 9. () 1. ()) 1. ())) 1. ())))))))))))))	CROSS BORDER MERGERS & ACQUISITIONS AND ITS EFFECT ON SHAREHOLDERS WEALTH IN INDIA IAYANT KALGHATGI & DR. RAVINDRANATH.V.BADI CONSUMER BEHAVIOR TOWARDS CELEBRITY ENDORSEMENT OF PRODUCTS AND SERVICES DR. D. S. CHAUBEY, K. R. SUBRAMANIAN & SHYAM SUNDER SAINI ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	10 17 24 31
J 3. C 4. F 5. C 6. F 7. C 8. N 9. F 10. I	IAYANT KALGHATGI & DR. RAVINDRANATH.V.BADI CONSUMER BEHAVIOR TOWARDS CELEBRITY ENDORSEMENT OF PRODUCTS AND SERVICES DR. D. S. CHAUBEY, K. R. SUBRAMANIAN & SHYAM SUNDER SAINI ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	10 17 24 31
3. (4. / 5. (6. F 1. (7. (1. (8. M 2. (9. / 10. I	CONSUMER BEHAVIOR TOWARDS CELEBRITY ENDORSEMENT OF PRODUCTS AND SERVICES DR. D. S. CHAUBEY, K. R. SUBRAMANIAN & SHYAM SUNDER SAINI ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	17 24 31
4. 4. 4. 4. 4. 4. 4. 4.	DR. D. S. CHAUBEY, K. R. SUBRAMANIAN & SHYAM SUNDER SAINI ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	17 24 31
4. <i>F F F F F F F F F F</i>	ASSESSMENT OF CONSUMER BUYING BEHAVIOUR TOWARDS ELECTRIC SCOOTERS IN PUNJAB PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	24 31
F 5. C 6. F 7. C 8. N 9. A 7. I	PRANAV RANJAN, DR. YUVRAJ BHATNAGAR & RAZIA SEHDEV CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	24 31
5. ([] 6. F \[7. ([] 8. M [] 9. / M 10. I	CRITICAL STUDIES OF RISK AND RETURN ON MUTUAL FUNDS DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	31
6. F 7. C 2. 8. M 2. 9. A M 10. I	DR. BHUPENDRA SINGH HADA FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	31
6. F	FACTOR ANALYSIS OF JOB STRESSORS IN BANKS VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	-
7. (7. (2. 8. M 2. 9. A M 10. I	VISHAL SAMARTHA, DR. VIDYAVATHI, DR. MUSTIARY BEGUM & LOKESH CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	-
7. [/[//////////////////////////////////	CONSUMER PERCEPTION OF RETAIL OUTLETS IN LUCKNOW: A CASE STUDY	36
8. [/ 8. / 9. / 10. [36
8. [/ 2. / 9. / / 10. [DR. AMARENDRA FRATAF SINON	
9. 4 10. 1	NEGATIVE WORKING CAPITAL AND PROFITABILITY: AN EMPIRICAL ANALYSIS OF INDIAN CEMENT COMPANIES	41
9. / / 10.	DR. ASHOK KUMAR PANIGRAHI	41
10. I	A STUDY ON IMPLEMENTATION STEPS IN CRM AT PRIVATE BANKS	46
10. I	N. RAJASEKARAN & DR. T. VANNIARAJAN	40
	IMPACT OF COMMON FACILITIES PROVIDED BY INDUSTRIAL ESTATE AUTHORITY ON ENTREPRENEURS: A STUDY ON INDUSTRIAL ESTATES	50
	OF BSCIC INDUSTRIAL ESTATES OF SYLHET DIVISION	
F	ABDUL LATIF & AYSA YEASMIN	
11. F	ROLE OF CROSS BORDER TRADE TOWARDS RURAL DEVELOPMENT: EMPIRICAL EVIDENCES FROM BLEETING TRADE POINT IN TAWANG,	54
1	ARUNACHAL PRADESH	
5	SRI. TAO ABO, SRI. TENZIN GOMBU & DR. PHILIP MODY	
12.	MAKING PERFORMANCE MANAGEMENT WORK	58
F	R. G. RATNAWAT & DR. P. C. JHA	
13.	MANAGEMENT OF FLOATING CAPITAL IN BANKING SECTOR: A CASE STUDY OF PUBLIC AND PRIVATE SECTOR BANKS IN INDIA	61
F	PRAMOD BHARGAVA & REETA	
14. F	FDI IN RETAIL SECTOR: CONSEQUENCES OVERLOOKED	65
	NEHA CHAHAL	
	IMPACT OF SERVICE QUALITY ON CUSTOMER SATISFACTION IN RETAIL BANKS: A COMPARATIVE STUDY BETWEEN PUBLIC, PRIVATE AND	69
	COOPERATIVE SECTOR BANKS	
	IYER SEETHALAKSHMI BALAKRISHNAN	
	DRIP MARKETING: SLOW AND STEADY WINS THE CUSTOMERS S. KALPANA	74
-	CUSTOMER'S SATISFACTION IN ATM SERVICE: AN EMPIRICAL STUDY OF BANKS IN CHANDIGARH	70
	MANPREET KAUR	78
	VALUE CREATION IN INDIAN ENTERPRISES: AN EMPIRICAL ANALYSIS WITH SPECIAL REFERENCE TO IT, TELECOM AND FMCG SECTOR	82
	LAKHWINDER KAUR DHILLON	02
	EMPLOYMENT CONDITIONS AND EMPLOYMENT RISKS AMONG STREET VENDORS IN MADURAI CITY	85
	DR. WELL HAOREI	
	HUMAN RESOURCE (HR) PRACTICES: AN EVALUATION OF SOME SELECTED REAL ESTATE ORGANIZATIONS IN BANGLADESH	89
4	ABU MD. ABDULLAH, MAKSUDA HOSSAIN & MD. ABDUR RASHID	
21. /	A STUDY ON VOLATILITY OF SHARES IN BANKING SECTOR	94
(G.B.SABARI RAJAN & R.MURALI	
22. F	ROLE OF LOCAL FOOD IN TOURISM IN JAMMU: A CASE STUDY OF KATRA (J&K)	101
5	SANJAY JAMWAL	
-	EMPIRICAL RELATIONSHIP BETWEEN CAPITAL BASE AND EARNINGS PERSHARE OF MONEY DEPOSIT BANKS IN NIGERIA: A COMPARATIVE	106
-	STUDY	
	DR. OLAGUNJU ADEBAYO	
	THE IMPACT OF COMMERCIAL BANKS ACTIVITIES ON INTERNATIONAL TRADE FINANCING: EVIDENCE FROM NIGERIA	113
	SAMUEL, IYIOLA KEHINDE OLUWATOYIN & UMOGBAI, MONICA E.	
	COMPARATIVE STUDY ON THE MICROFINANCE PERFORMANCE OF MALE OWNED AGAINST FEMALE OWNED SMALL AND MICRO	119
	ENTERPRISES IN BAHIR DAR CITY, ETHIOPIA	
	ADERAW GASHAYIE AYALIEW	122
	A BRIEF REVIEW OF SELECTED LITERATURE ON SME EXPORT PERFORMANCE DR. ABUBAKAR SAMBO JUNAIDU	122
	TOURISM MARKETING: A STUDY TO OVERCOME CHALLENGES OF TOURISM IN BANGLADESH	126
۲ . ۱	ABU ZAFAR AHMED MUKUL, ABDULLAH ISHAK KHAN & MOHAMMAD TANJIMUL ISLAM	120
4	DEVELOPMENT OF LOYALTY PROGRAMS: AN INTEGRAL TOOL IN THE MARKETING PROCESS	133
	ANURAG KANSAL	200
28. C	MANAGEMENT OF WORKING CAPITAL	139
28. [/		
28. [∠ 29. [ASHA SINGH	
28. [29.] 29.]	ASHA SINGH GREEN MARKETING: A TOOL FOR SUSTAINABLE DEVELOPMENT	142
28. [29.] 30. (142

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EMPIRICAL RELATIONSHIP BETWEEN CAPITAL BASE AND EARNINGS PERSHARE OF MONEY DEPOSIT BANKS IN NIGERIA: A COMPARATIVE STUDY

DR. OLAGUNJU ADEBAYO LECTURER DEPARTMENT OF FINANCIAL STUDIES REDEEMER'S UNIVERSITY MOWE

ABSTRACT

Mergers and acquisitions as a strategy were used to achieve great influence in the revival of ailing companies globally. The scope and rise in the number of distressed banks in Nigeria made the regulatory authority to introduce consolidation through mergers and acquisitions. The study investigated the difference between pre-mergers/acquisitions and post-mergers/acquisitions 'earnings per shares of banks. The research adopted the cross sectional survey design method. The population of the study consisted of 25 banks, which survived consolidation exercise. The research used information obtained through published audited accounts of seventeen randomly selected banks out of twenty-five banks that emerged from the consolidation exercise. The analysis showed that there is significant difference between the EPS of the pre and post mergers/acquisitions as depicted by (t >0.05). In conclusion, mergers and acquisitions exercise have improved the overall performances of bank significantly and also have contributed immensely to the growth of the real sector for sustainable development

KEYWORDS

Capital base, Earnings per share, Mergers and acquisitions, Performance.

INTRODUCTION

ergers and acquisitions are used as a strategy to achieve great influence in the revival of ailing companies globally especially in the developing countries of the world but are just becoming prominent in Nigeria especially in the banking industry.

Empirical observations by Soludo (2004), Garba (2004) and Aduije (2005) show that mergers and acquisitions are sine qua non to the economic growth and development in Nigeria. They aver that investment in an economy is a function of trust and confidence which necessarily requires a strong, transparent, viable banking and financial sector.

However, Ngama (2006) posits that the problem with current minimum capital requirement is that it is consistent with, but not sufficient to meet all the four objectives that the Government sets to achieve which include limiting the moral hazards of investors, buffer against potential losses in the event of economic slowdown, make the bank very easy to sell in event of bank failure and forced banking mergers with strange bed fellows serving a fragile economy.

Ngama explains further that the presumption that consolidation will enhance earnings per share, gross earnings, dividend per share of investors and safety of depositors' money is faulty. He argues that a bank's size is a function of the size of the National Economy, the age of the bank and its branch spread.

Vincent (2006) lends credence to the opinion of Ngama and states that the health of Banks depends on the level of its corporate discipline, its credit culture, its operational efficiency and its management information system and not on size. Vincent concludes that any big bank that fails to develop these attributes of a healthy bank will sooner or later fail.

Adegbaju and Olokoyo (2008) observe that despite series of financial sector reforms in Nigeria since 1990s with the aim of improving profitability, efficiency and productivity, money deposit banks' performance remained poor with substantial gaps in service delivery to the private agent.

Debowale (2010) opines that "despite the fact that earnings per share is a performance indicator ratio that is primarily of interest to existing and potential shareholders as well as their advisers, an inverse relationship exist between capital base and earnings per share of share holders". His study on bank performance concluded that an inverse relationship exist between capital base (size) and profitability, and that size as a strategy does not alone guarantee the earning of excess returns.

Extant literature shows that previous research work on mergers and acquisitions like those of Toluleke (2010) and Olagunju (2009) affirm that consolidation through mergers and acquisitions play a critical role in determining banks' performance. Other researchers like Akubi (2009), Princewill (2008) and Adeolu, (2007) argues that the effect of bank size on corporate performance is not important and find no relationship between size and performance. Therefore, this study seeks to investigate the relationship between capital base and earnings per share of money deposit banks, pre and post mergers/ acquisitions(through an empirical research study) in order to form an opinion as to whether mergers and acquisitions have a bearing on earnings per share of the money deposit banks in Nigeria.

OBJECTIVE OF THE STUDY

The objective of this study was to: evaluate the significant difference between pre-mergers/acquisitions and post mergers/acquisitions earnings per share (EPS) of money deposit banks in Nigeria.

SUPPORTING LITERATURE

REVIEW ON BANKS PERFORMANCE (CAMEL TEST)

Distress in the banking industry occurs when a fairly reasonable proportion of banks in the system are unable to meet their obligations to their customers, as well as their owners and the economy. Such inability often results from weakness in bank's financial, operational and managerial conditions which would render them either illiquid and or insolvent.

The regulatory authority CBN and Nigerian deposit insurance corporation (NDIC) uses off-site bank analysis in identifying distressed banking institution. This is usually based on statutory monthly return and statement of audited annual account submitted by the banks. On-site examination however involves the physical examination of the books, records and affairs of licensed banks with a view to ensuring the safety and their operations and compliance with the various banking laws and regulations. According to Sahut and Mili (2003), two methods can be used for the analysis of any bank that is in financial crises:

CAMEL approach

KPI approach(ratios)

CAMEL APPROACH

This approach is mostly used by the central bank of Nigeria (CBN) and the Nigerian deposit insurance (NDIC) in assessing banks to determine whether it is solvent or in distress condition. CAMEL is an acronym for:

C- Capital adequacy

A- Asset quality

- M- Managerial Quality
- E- Earnings strength

L- Liquidity

VOLUME NO. 4 (2013), ISSUE NO. 06 (JUNE)

107

Before any bank can be given any of the above nomenclature, it must have been examined and rated using the variants of the CAMEL rating an acronym for: - Capital adequacy

- Capital adequ
 Asset quality
- Management competency
- Earnings strength
- Liquidity sufficiency

A bank is said to be in distress where evaluation by the supervisory authorities depicts the institution as deficient in the following performance areas: - Under-capitalization in relation to the level of operation

- Under-capitalization in relation to the level of oper
- High level of classified loans and advances
 Illiquidity reflected in the inability to meet customers' cash withdrawals
- Low earnings resulting from huge operational cost and
- Weak management reflected in poor credit quality, inadequate control, high rates of fraud and foreign.

The nature of distress can then be determined depending on the severity of the rating. For example, a bank may rate low on capital adequacy but high in management competency. However, it is most likely that if the asset quality is low then earnings strength and probably liquid sufficiency will also be low. It will be pertinent at this junction to examine briefly the CAMEL criteria.

Capital Adequacy: This determines how well banks can cope with shocks on the balance sheets. It measures the bank's solvency. Capital adequacy of a bank is measured in relation to the relative risk weights assigned to the different category of assets held both on and off balance sheet items. Three ratios are often used to evaluate capital adequacy:

- Equity/total assets

- Equity/total loans

- Equity + loan loss reserve/loans

Asset Quality: The solvency of a bank is at risk when its assets become impaired. The quality of an asset needed to be evaluated to know the ability of the assets to perform or carry out the objectives for which they are acquired is normal to ascertain whether they are in good working condition and this can be done by checking the age as well as ensuring that appropriate provision has been made for depreciation to determine the assets real book value. So, it is important to monitor indicators of the quality of assets in terms of over exposure to specific risks trends in nonperforming loans and the health and profitability of banks as a corporate entity. Credit risk is inherent in lending, which is the major banking business. It arises where a borrower defaults on the loan repayment agreement, which causes the bank to lose trends of cash inflow projected, which will eventually affect the profitability as well as shareholders funds through extra loan loss provisions. Two indicators used for the evaluation of assets as King (2006) asserts includes:

Managerial Quality: The competence of the staff and management of a bank can be deduced from the performance indices. However, it is necessary to check qualifications (Academic and Professional) as well as experience of the top management. It is expected that banks with quality staff will be more efficient and be less likely to drift towards distress. The two indicators for managerial quality are: total operating expenses/total revenue ratio and Earning Strength.

TOTAL OPERATING EXPENSES/TOTAL REVENUE RATIO

A higher ratio indicates inefficiency of bank management and increase the probability of banking distress (Jimoh, 1993).

Earning Strength: The continued viability of a bank depends on its ability to earn an adequate return on assets and capital employed. This enables a bank to fund its expansion, remain competitive in the market and replenish and/or increase its capital.

Some ratios that measures banks earning strength according to Ebhodaghe (1995) includes:

- Return on Equity (ROE)
- Return on Assets (ROA)
- Net Interest Income/Total Revenue
- Loan loss provision and
- Personal expense

Liquidity Sufficiency: Banks may be driven toward insolvency due to poor management of short-term liquidity. An indication of liquidity insufficiency for a bank is large maturity mismatches. An unmatched fund flow position potentially exposes the bank to the risk of illiquidity. The ratio used includes Deposit/Total assets as an indicator of bank liquidity. Perfect liquidity implies that liabilities ranked by maturity be matched by corresponding assets. The size of deposits (short-term liabilities) over total assets gives a rough estimate of liquidity risk associated with deposit withdrawal (Olaniyi 2006). The above criteria CAMEL rating is used in assessing the health state of banks as well as their classifications. Early Warning Signal Certain warning signals are however common to most financial institutions and these include:

- **Persistent illiquidity:** the inability to meet current obligations on a persistent basis.
- Persistent levy: penalties by regulatory authorities for failure to meet certain laid down regulatory requirements.
- Negative net worth: This may not be disclosed in the books if covered with papers profits especially where inadequate or no provisions have been made for bad and doubtful debts.
- Alarming high operating cost: This may result in overstating, in anticipation of future expansion and/or rapid expansion by opening too many branches
 within a relatively short period of time, accompanied by payment of higher salaries more than the industry's average in order to discourage staff from
 leaving.
- Charging of excessive interest on loans and advances: This is brought about by the necessity to cover the high cost of deposit, accommodation of high risk in a bid to increase profit rapidly.

Therefore, using these parameters, a bank's financial condition is assessed against some standard benchmarks like minimum capital adequacy ratio, liquidity ratio and ratio of non-performing credits to total shareholders' funds among others, to make statements about the health states of the institutions. When these ratios deviate adversely from the pre-determined critical level established by the regulatory authorities, the bank is said to be in distress condition (see table 2.4).

TABLE 2.4: CAMEL TEST								
FACTOR	COMPONENT	WEIGHT	TOTAL					
Capital	Capital to risk asset ratio	15						
	Adjusted capital ratio	5	25					
	Capital growth rate	5						
Asset Quality	Non-performing risk asset to total assets	15						
	Reserve for losses to non-performing asset	5	25					
	Non-performing risk assets to reserves	5						
Management Competence	CAEL/85	5	15					
	Compliance with Laws	10						
Earnings	PBT to total assets	5						
Strength	Total expenses to total income	5						
	Interest income to earning asset	5	20					
	Interest expense to earning asset	5						
Liquidity	Liquidity ratio	10	15					
	Loans and advances to total deposits	5						
	TOTAL		100					

Sources: CBN Publication, 2011

Note: CAMEL/85, the factor is the sum of the weighted scores for C, A, E and L divided by 85.

Classification of Banks based on the proposed Rating system

	same succe on the proposed maning	• , • • • • •
Class	Composite Score (%)	Rating
A	86-100	Very sound
В	71-85	Sound
С	56-70	Satisfactory
D	41-55	Marginal
E	0-40	Unsound

METHODOLOGY

The audited accounts of seventeen banks were the main source of secondary data analyzed in this study. The hypothesized statements were tested using t-test statistical instrument.

MODEL SPECIFICATION

THE T-TEST

The t- test is used to determine the prior and post performance of an activity. In this research case, it was used to evaluate the significant difference between Banks' pre mergers/acquisitions Earnings per share and Banks' post mergers /acquisitions' Earning per share performance.

$$t = \frac{\sum d}{\sqrt{\frac{N \sum d^2 - (\sum d)^2}{N - 1}}}$$
Where;
d = the difference between each paried observation
d^2 = the square of the difference between each paried
observation
N = the number of paried observation
 $\Sigma = the usual sigma notation$

 \sum = the usual sigma notation N-1 = the degree of freedom

DECISION RULE

If the probability (or significance) of the t calculated is less than 5%, we accept the alternative hypothesis and otherwise, we should accept the null hypothesis.

TEST OF HYPOTHESIS

STATEMENT OF RESEARCH OBJECTIVE, QUESTION AND HYPOTHESIS

Objective: To evaluate the significant difference between pre-mergers/acquisitions and post mergers/acquisitions earnings per shares (EPS) of money deposit banks in Nigeria;

Research Question: What significant difference exists between pre-merger/acquisitions and post-merger/acquisitions' banks' earnings per shares (EPS) of money deposit banks?

Hypothesis H₀: There is no significant difference between pre-mergers/acquisitions and post-mergers/acquisitions of banks' earnings per share.

The formulated hypothesis being tested here is stated in its null (Ho) as shown below. Ho_1 : There is no significant difference between pre-mergers/acquisitions and post-mergers/acquisitions earnings per share (EPS). To test this hypothesis the researcher employed t-test, using statistical package for social sciences (SPSS) version20. The result (See appendix i) showed that there is a statistically significant difference between pre and post mergers and acquisitions earnings per share, as the probability (or significance) of the t- calculated is equal to 0.003 which is less than 0.05 or 5%. Hence, the result of the test of hypothesis showed that the null hypothesis is rejected and the alternative hypothesis that says there is a significant difference between pre-mergers acquisitions and postmergers acquisitions earnings per share (EPS) is accepted.

CONCLUSION AND POLICY IMPLICATIONS

There is a significance difference between pre-mergers/acquisitions earnings per share and post mergers/acquisitions earnings per share. Earnings per share of investors have been influenced significantly as a result of the mergers and acquisitions exercise. Earnings per share is a performance indicator ratio that is primarily of interest to existing and potential shareholders as well as their advisers. Mergers and acquisitions are key instruments for enhancing efficiency, shareholders wealth and developmental roles. Earnings per share is a crucial measurable index to a prospective or an existing investor in evaluating financial performance of any commercial outfit. An existing investor or a prospective investor will consider the Earnings per share of a company in deciding whether to sell or buy shares in a company.

Following the findings from this study, it can be reasonably concluded that regardless of shortfall associated with mergers and acquisitions, mergers and acquisitions strategy remains an effective strategic tool for synergy, better performance, gaining market power, risk diversification, financial economies, operating economies, competitive advantages, empire building, survival efficiency motives, improved management, and growth.

VOLUME NO. 4 (2013), ISSUE NO. 06 (JUNE)

Increase in capital base of banks is a catalyst for bank's profitability in the nearest future owing to the number of roles it plays in the capital structure of money deposit banks. Increase in equity capital base may also enhance profits and therefore lower bank fragility. High profits provide a buffer against adverse shocks and increase the franchise value of the bank, reducing incentives for bankers to take excessive risk. Banks should from time to time review their critical indices, including their profitability ratio, liquidity ratio, etc to enable them maintain the desired level of profitability.

To generate more earnings, banks need a good regulatory environment that will enable them expand their scope of businesses and government should provide necessary infrastructure in order to reduce the cost of doing business. Increase in gross earnings improves shareholder's value as long as reinvestment exceeds the firm's cost of capital.

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APPENDIX

APPENDIX I: SIGNIFICANT DIFFERENCE BETWEEN PRE AND POST MERGERS/ACQUISITIONS EARNINGS PER SHARE

One-Sample Statistics						
	Ν	Mean	Std. Deviation	Std. Error Mean		
pre-merger average	17	.695882	.5236657	.1270076		
post-merger average	17	.8141	.96558	.23419		
Source: Researcher's computation (2012)						

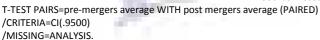
Jource. Rescurence	3 computation (2012)

One-Sample Test								
	Test Value = 0							
	Т	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference			
					Lower			
pre-merger average	5.479	16	.000	.6958824	.426638			
post-merger average	3.476	16	.003	.81412	.3177			

Source: Researcher's computation (2012)

le Test

One-sample rest		
	Test Value = 0	
	95% Confidence Interval of the Difference	
	Upper	
pre-merger average	.965126	
post-merger average	1.3106	
Source: Re	esearcher's computation (2012)	



110

APPENDIX II: PRE-MERGERS/ACQUISITIONS EARNINGS PER SHARE OF COMMERCIAL BANKS IN NAIRA (2003-2005)

BANK	BANKS YEAR OBSERVA	TIONS/COMPONENTS					AVERA	
	FCMB	Cooperative Development	Nigeria America Bank		Midas	Bank	Ν	
1 FCMB	2003 2004 2005	Bank	2003 2004 2005		2003 2	2004 2005	0.35	
BANK PLC	0.22 0.24 0.31	2003 2004 2005	0.5 0.53 0.59		0.13 (0.34 0.42		
		0.11 0.13 0.91						
	Standard Trust Bank	United Bank for Africa	Continental Trust Bank					
2. UBA	2003 2004 2005	2003 2004 2005	2003 2004 2005		_		1.60	
	1.34 1.40 2.55	1.17 1.64 2.49	1.11 1.18 1.49					
	Wema Bank	National Bank	Lead Bank					
3. WEMA	2003 2004 2005	2003 2004 2005	2003 2004 2005		_		0.93	
	0.78 0.31 1.0	0.88 0.99 1.33	0.791.03 1.22					
	Investment Bank &	Chartered Bank Plc	Regent Chartered Bank					
4. IBTC	Trust	2003 2004 2005	2003 2004 2005		-		0.66	
	2003 2004 2005	0.67 0.70 0.54	1.75 (8.60) 0.12					
	0.88 1.01 1.11							
	Access Bank	Marina Bank	Capital International Ba	nk				
5. Access	2003 2004 2005	2003 2004 2005	2003 2004 2005		_		0.52	
	0.21 0.21 0.12	0.33 0.360.95	0.660.79 1.02					
	Devcom	Equitorial Trust Bank (ETB)						
6.	2003 2004 2005	PLC					0.47	
Devcom/ETB PLC	0.33 0.36 0.39	2003 2004 2005						
		0.52 0.60 0.63						
	Oceanic Bank	International Trust Bank						
7. Oceanic Bank PLC	2003 2004 2005	2003 2004 2005					0.63	
	0.50 0.55 0.63	0.44 0.56 1.09						
	AfribankPlc	Afrimerchant Bank						
8.Afri-bank	2003 2004 2005 2003 2004 2005		_		0.66			
	0.17 0.21 0.05	1.05 1.09 1.38						
	Diamond Bank	Lion Bank	AIB International					
9. Diamond Bank plc	2003 2004 2005	2003 2004 2005	2003 2004 2005		_		0.97	
	0.11 0.29 0.59	0.16 0.11 0.14	0.19 0.14 0.16					
	Intercontinental	Gateway	Global		Equity	Bank		
10. Intercontinental Bank	2003 2004 2005	2003 2004 2005	2003 2004 2005		2003 2	2004 2005		
plc	0.95 1.59	0.67 0.47 0.71	1.01 1.23 1.02		1 1	.15 1.86		
	Platinum Bank Plc	Habib Bank international						
11. Bank PHB PLC	2003 2004 2005	2003 2004 2005					0.20	
	0.16 0.17 0.17	0.18 0.23 0.26						
	NBM Bank	Magmum Trust	Trust Bank	NAL Ba	ank	Indo NigMer		
12. Sterling Bank Plc	2003 2004 2005	2003 2004 2005	2003 2004 2005	2003 2	004	Bank		
	0.35 0.37 0.40	0.70 0.73 0.69	1.01 1.23 1.02	2005		2003 2004 2005	0.34	
				0	.84	0.2 0.1 0.40		
				0.06				
	Fidelity Bank	Manny Bank	FSB International					
13. Fidelity Plc	2003 2004 2005	2003 2004 2005	2003 2004 2005		_		0.35	
	0.36 0.30 0.14	0.29 0.36 0.13	0.99 0.160.36					
	EcoBank	All States Trust Bank						
14. Eco bank Plc	2003 2004 2005	2003 2004 2005					0.51	
	0.54 0.51 0.27	0.60 0.73 0.38						
	Union Bank	Universal Trust Bank	Union Merchant Bank		Broad	Bank		
15. Union Bank	2003 2004 2005	2003 2004 2005	2003 2004 2005		2003 2	2004 2005	1.30	
	1.48 1.73 2.1	1.09 1.28 1.29	1.03 1.04 1.50		1.00 0).90 <u>1.1</u>		
	First Atlantic Bank	FBN	Merchant Bank		MBC			
16. First Bank	2003 2004 2005	2003 2004 2005	2003 2004 2005	1.00	2003 2	2004 2005	2.01	
	0.14 0.19	4.063.81 3.08	1.44 2.05 2.08			1.69 2.32		
	Prudent Bank	EIB International	Bond Bank	Relianc	e Bank	Cooperative		
17	2003 2004 2005	2003 2004 2005	20032004 2005	2003 20		Bank	0.29	
Skye Bank	0.13 0.16	.19 0.14	.40	1.03		2003 2004 2005		
						1000 1001 1000		

APPENDIX III: POST- MERGERS/ACQUISITIONS EARNINGS PER SHARE IN NAIRA (2006-2008)

BANK	BANKS YEAR OBSERVATIONS	AVERAGE EPS
1. FCMB	2006 2007 2008	
	0.36 0.61 1.23	0.73
2. UBA	2006 2007 2008	
	1.86 2.41	2.14
3. WEMA	2006 2007 2008	
	(0.66) 0.25(5.73)	(2.21)
4. IB	2006 2007 2008	, , , , , , , , , , , , , , , , , , ,
	0.57 0.44 -	0.51
5. ACCESS	2006 2007 2008	
	0.07 0.87 1.73	0.89
6.DEVCOM/ETB	2006 2007 2008	
,	.50 .97 1.03	0.83
7. OCEANIC	2006 2007 2008	
	1.03 1.47 0.35	0.95
8. AFRIBANK	AFRIBANK	
-	2006 2007 2008	
	0.520.68 1.45	0.88
9. DIAMOND	DIAMOND BANK	
	2006 2007 2008	
	(0.05)0.89 1.10	0.65
10. INTERCONTINENTAL	INTERCONTINENTAL BANK	
	2006 2007 2008	
	1.10 1.381.83	1.47
11. BANK PHB	BANK PHB	
	2006 2007 2008	
	0.131.15 2.46	1.25
12. STERLING BANK	STERLING BANK	
	2006 2007 2008	0.20
13. FIDELITY	FIDELITY BANK	
	2006 2007 2008	
	0.200.29 0.46	0.32
14. ECOBANK	ECOBANK	
	2006 2007 2008	
	-0.5 0.89 1.10	0.50
15. UNION BANK	UNION BANK	
	2006 2007 2008	
	1.60 1.26 2.14	1.67
16. FIRST BANK	FIRST BANK	
	2006 2007 2008	
	2.69 1.56 2.23	2.16
17. SKYE BANK	SKYE BANK	
	2006 2007 2008	
	0.33 0.73 1.72	0.93



111

APPENDIX IV: POST MERGERS AND ACQUISITIONS CAPITAL COMPOSITION IN NAIRA (2006-2008)

BANK	CAPITAL AI	ND RESERVE	COMPOSITION IN BILLION	TOTAL N	AVERAGE N
	2006	2007	2008		
FCMB	26,398	31,102	134,447	191,947	63,982
UBA	48,535	167,719	93,041	409,295	136,432
WEMA	19,717	25,182	(20,112)	24,787	8,262
IBTC CHARTERED	31,515	35,107	-	66,622	33,311
ACCESS	28.893.9	28384.9	172.002	229280.80	76,426
DEVCOM ETB	28,405	32,121	172,002	232,528	77,509
OCEANIC	37,670	222,475	214,055	474,200	158,066
AFRI BANK	25,996	28,296	34,887	89,179	297,26.3
DIAMOND	30,787,900	53,891,778	116,983,008	201,662,686	67,221
INTERCONTINENTAL	53,911	155,879	198,271	408,061	136,020
BANK PHB	28,491	36,128	167,480	232,099	77,366
STERLING BANK	26,319	26,800	27,942	81,061	27,020
FIDELITY	25,597	29,788	135,863	191,218	63,739
ECO BANK	29,321	34,822	31,756	95,899	31,966
UNION BANK	95,685	96,630	111,271	303,586	101,195
FIRST BANK	60,980	77,351	339,847	478,178	159,393
SKYE BANK	26,087	29,175	93,853	149,115	49,705
DEVCOM/ETB	28,405	32,121	172,002	232,528	77,509
FCMB	26,3 <mark>98</mark>	31,102	134,447	191,947	63,982
UBA	48,535	167,719	193,041	409,295	136,432
WEMA	20,540	25,152	20,112	24,789	8,262
IBTC	31,515	35,107	-	66,622	33,311
ACESS	28,893.9	28,384.9	171.002	229,280.80	76,426
ETB	28,405	32,121	172,002	232,528	77,509
OCEANIC	37,670	222,475	214,055	474,200	158,066
AFRIBANK	25,996	28,286	34,887	89,179	29,726.3
DIAMOND	30,787900	53891778	116983008	201662686	67,221
INTERCONTINENTAL BANK	53,911	155,879	198,271	408,061	136,020
BANK PHB	28,491	36,128	167,480	232,099	77,366
STERLING BANK	26,319	26,800	27,942	81,061	27,020
BANK FIDELITY	25,597	29,758	135,863	191,218	63,739
ECO BANK	29,321	34 <mark>,822</mark>	31,756	95,899	31,966
UNION BANK	95,685	96, <mark>630</mark>	111,271	303,586	101,195
FIRST BANK	60,980	77,351	339,847	478,178	159,393
SKYE BANK	26,087	29,175	93,853	149.115	49.705



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ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active cooperation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Fournals







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