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FACTORS INFLUENCING AIR CARGO POLICY DECISIONS AND IMPLEMENTATION IN NIGERIA: A STAKEHOLDER'S PERSPECTIVE

Summary. Policies are supposedly made such that their implementation for present growth does not hamper future development. However, it has been challenging to effectively implement some policy decisions based on stakeholders' reactions to their sustainability in the air cargo industry. This paper examined the factors affecting air cargo policy decisions and their implementation in Nigeria by employing the quantitative research method and conducting a survey of stakeholders by random sampling at the Lagos International Airport through a well-designed research questionnaire. The data collected were analyzed using exploratory factor analysis (EFA) and partial least square structural equation modeling (PLS-SEM). Before estimating the PLS-SEM model, latent factors were constructed using EFA. The results reveal that the factors affecting the air cargo policy decisions and implementation include the policy formulation process, stakeholders' interests and commitment, policy goals and implementation, and corruption and governance. The results imply that fundamental public policy issues prevail in Nigeria's air cargo sector development programs. This study provides insight into the reasons behind opposition to implementing certain air cargo policy decisions in Nigeria. It offers directions for addressing the problems of poor policy decisions that do not guarantee future development. In practice, the study advocates the all-inclusive stakeholders' involvement in Nigeria's policy formulation process for the air cargo industry.

1. INTRODUCTION

The importance of air cargo transport to the economic development of a country cannot be overemphasized. The air cargo sub-sector of the aviation industry generates employment and revenue for organizations and promotes trade. IATA [1] stated that air transport facilitated cargo flows and found that Belgium, South Africa, United Arab Emirates, Qatar, and Ethiopia form Nigeria's busiest air cargo routes. Also, Oxford Economics [2] highlighted the significance of air cargo to Nigeria's economy as a trade facilitator. The report highlighted that over half of the air trade in Nigeria is with Europe, 27% in Africa and the Middle East, and 19% in the Asia Pacific. The air cargo industry globally accounted for 34.6% of all trade value [2]. The massive importance of the air cargo industry to Nigeria necessitates formulating and implementing policy decisions for the sector's development.

Policies are a set of goals and aspirations to guide the outcome of an operation. Bullock L. H. and L. John [3] refers to policy implementation as "the actions the government and others perform to achieve the goals and objectives outlined in a policy statement." This implies that policy implementation requires action from the government and stakeholders' participation to solve a problem for development [4]. The

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air cargo sub-sector of the aviation industry is versatile and involves several stakeholders with interrelated roles and varied interests for revenue generation, profit, business growth, wages, and income. The diverse nature of stakeholders' interests in the air cargo industry makes policy decisions challenging. It is difficult to satisfy all stakeholders since what favors one interest group may not favor another. Stakeholders include airport managers, airlines, ground handling companies, customs and other government agencies, freight forwarders, truckers, courier companies, cargo agents, etc.

Different stakeholders often react differently to policy decisions as they try to protect their varied interests. This makes policy administration complex and requires the involvement of multiple stakeholders for ease of implementation. The problem is that implementing specific policies in the air cargo industry is often difficult. Frequent stakeholders' protests against implementing specific policies in the air cargo industry reflect the difficulty. For example, in 2018, air cargo agents protested the government's policy that all consignments at Lagos airport must be logged on Form M, which is meant for very high-volume consignments [5]. Although some pieces of literature, such as [6, 10–12], have identified factors affecting public policy decisions and implementation, there are difficulties in implementing many policy decisions in different economic sub-sectors in Nigeria. So, it remains unclear which factors affect policy decisions and implementation in the air cargo industry. A central question that this study answers is why there are difficulties in the effective implementation of policy decisions in the air cargo industry of Nigeria. To answer the question, this study highlights the fundamental factors affecting policy decisions and their implementation.

This research contributes to knowledge by 1) identifying factors affecting air cargo policy decisions and implementation, 2) confirming the significance of the factors affecting air cargo policy decisions and implementation, and 3) providing insights for policymakers in the air cargo industry.

After this introductory section, the remaining sections are as follows. A review of the research on air cargo policy is presented in Section 2. The methodological approach used for the study is presented in Section 3. The results are presented in Section 4, and the findings are discussed in Section 5. The study's recommendations and conclusions are presented in Section 6.

2. LITERATURE REVIEW

Despite the dearth of studies on air cargo policies, related studies that can provide the empirical foundation for this research are provided under three topics. The first is stakeholders' participation in policy formulation and decisions, with attention given to shipping and urban freights. The second topic is air cargo-specific policy, and the third is the factors that affect public policy implementation in Nigeria.

2.1. Stakeholders' Participation in Cargo Policy Formulation and Decisions

The process for engaging stakeholders in formulating transport policy is not rigid. It implies that several approaches to formulating and implementing policies are possible depending on factors such as policy environment, objectives, and needs. However, Anagnostopoulou A. and M. Boile [13] developed a framework for stakeholders' participation in freight transport decision-making in port cities. The central proposition of the study is that consultive dialogue with all stakeholders helps determine priorities and define objectives for freight movement planning to overcome the challenges of the interaction of ports with urban centers.

Similarly, Zhanga Y. et al. [14] canvassed a combination of science-to-engagement-to-policy approaches for consensus policy decisions to address environmental problems resulting from shipping emissions. Kijewska K. [15] proposed a tool for the matured engagement of urban freight transport stakeholders for policy decisions in major cities in Brazil, Norway, and Poland. Also, Ward D. [16] argued that engaging diverse stakeholders in transport policy is beneficial but cautions that it may be difficult to achieve if influential stakeholders are not well managed.

Air cargo is vital to a country's economy and stakeholders' survival, including airlines, ground handlers, freight forwarders, cargo agents, shippers, and airport communities [17]. Notwithstanding

their importance and role in the air cargo industry, studies have not yet been dedicated to air cargo policy formulation and implementation. This study attempts to bridge the knowledge gap in transport policy research, focusing on the air cargo industry.

2.2. Specific policies concerning air cargo operations

Researchers have conducted studies on air cargo targeting specific policy decisions. Airlines' revenue and yield management seem to be predominant issues regarding some policies that affect the industry. Han, D. L., L.C. Tang, and H.C. Huang [7] addressed the capacity allocation problem of airlines with a cargo revenue management system. The authors applied the Markov chain model of airline booking for cargo airlines to decide whether to accept or reject a booking based on the airline's capacity. The decision to accept or reject cargo booking requires results from the bid-price policy control relating to the opportunity cost of acceptance or rejection. The authors concluded that Markov chain modeling provides optimal solutions to conceptual cargo revenue management systems. Likewise, the buy-back policy informed the study of Lin D., C.K.M. Lee, and J. Yang [8], who examined the cargo revenue management of airlines. The authors applied Hellermann's capacity model to the Black-Scholes pricing model to investigate the applicability of the buy-back policy in air cargo booking for revenue management. The researchers found that the buy-back policy performs better and increases revenue by guiding airline decisions. Wong H. W. [18] focused on optimal baggage-limit policy for airlines and found that airline revenue may increase with a reduction in passenger baggage limit, especially for large aircraft. With a different focus, Suwanwong T. et al. [9] investigated air cargo connectivity and policy in Thailand. This study differs from previous research by examining the foundational policy decisions and implementation issues. It identifies the significant factors that affect overall policy decisions and their implementation in the air cargo industry.

2.3. Factors that influence public policy implementation

Several studies have identified many factors that affect public policy implementation. For example, Ahmed, I. K. and B. S. Dantata [6] asserted that effective policy implementation could be achieved with political commitment, the definition of responsibilities, and the eradication of corruption. Likewise, Nnajofofor, O. G., C. S. Ifeakor, and S. Mgbemena [19] identified corruption, lack of continuity in government policies, inadequate human and material resources, poor leadership programs, sectionalism, ethnic biases, and a lack of political will or attitude toward policy implementation as factors against effective implementation of policy decisions in Nigeria. Marume S. B. [20] identified public wants and needs, policies of political parties, and interest groups as factors that influence public policymaking. Aminuzzaman, S. [21] conducted a study in Bangladesh and found that political commitment was the most critical determinant of policy formulation and implementation.

The literature shows that various factors could affect a nation's public policy decisions and implementation. However, research identifying and quantifying the significant factors affecting air cargo policies is limited. As expressed earlier, examining the factors in the air cargo industry is necessary because of the enormous contribution of the subsector to economic development and its role in supply chain management. Therefore, this study examines eighteen (18) factors extracted from the literature and employs exploratory factor analysis to reduce them to four (4), which are then subjected to structural equation modeling. The factors were extracted from the literature. Table 1 lists the factors, their definitions for this study, and literature sources. Each factor was considered relevant to this study based on the implications of their meanings to the air cargo industry.

2.4. Hypotheses

The present study postulated some hypotheses from the structural equation modeling. The variables for the hypotheses are consistent with the literature on the factors affecting policy implementation. The present study tested the following alternate hypotheses.

- H1: Corruption and governance affect interest in and commitment to air cargo policy implementation. Corruption has been popularly referred to as the misuse of public office for private interests [22, 23, 10, 11].
- H2: The policy formulation process is affected by corruption and governance [12].
- H3: The policy formulation process affects interest in and commitment to policy implementation.
- H4: The policy formulation process affects policy goals and implementation [24].
- H5: Policy goals and implementation process are affected by corruption and governance.
- H6: Policy goals and implementation affect interests and commitments to policy decisions [25].

Table 1

Definition and sources of variables

S/N	Extracted Variables	Definition	Sources
1.	Political Interest	Influencing citizens' readiness to participate in policy formulation and accept its decisions	[6, 10, 20, 39]
2.	Level of Stakeholder Involvement	Government involvement of stakeholders to willingly participate in the policy decision process	[29]
3	Policy Context	The background that determines policy decisions in a sector	[28, 6]
4	Engagement Purpose	Ways stakeholders and policymakers interact to decide on shared interests in the policy formulation process.	[19]
5	Resource Availability	Assets available for the management of policy formulation and implementation processes	[27, 39]
6	Participatory framework	Defined and accepted structures for stakeholders' involvement in the policy decision process	[32]
7	Social Capital	Common values that allow groups of stakeholders to work together for policy formulation and implementation	[35, 36, 40]
8	Implementation Team	Representative of different stakeholders with authority to make policy decisions	[6]
9	Government Commitment	The desire of the government to enforce policy decisions in favor of or against stakeholders' interests	[6, 32, 28]
10	Number of Interest Groups	Stakeholder groups with particular interests in policy decisions that affect their business and operations	[6, 10, 20, 40, 39]
11	Policy Content	Substantive information and materials contained in a policy document	[6]
12	Commitment of Actors	Individuals or groups directly or indirectly and formally or informally affiliated with or affected by the policy process	[6, 28, 29, 39]
13	Public Needs	Policy decisions with objectives that provide essential and satisfactory benefits to society	[20, 24]
14	Change in Regime	Changes in policy, institutional framework, and actors	[10, 21]
15	Supportive Rules/Synergy	Principles in a document to achieve policy goals	[21]
16	Corruption	A deliberate effort to divert the benefits of a policy for selfish reasons or personal gain	[6, 27, 42]
17	Over Ambitious Goals	The policy document has too much to achieve within a limited time	[27, 6]
18	Implementing Agency	The agency assigns the duties to implement, evaluate, and monitor policy decisions	[6, 10, 28, 32]

3. DATA AND METHODS

The objective of this study is based on a survey research design for data collection and quantitative analysis. The survey was conducted at the Murtala Mohammed International Airport, Lagos, the largest international airport in Nigeria, which dominates total cargo traffic [26]. Data for this study were collected from different stakeholders, including customs officers, cargo agents, airline staff, airport management staff, and cargo handling company staff. A total of 367 respondents with valid responses were surveyed for this research. The sample comprises individuals from cargo agents (129; 35.15%), cargo handling companies (67; 18.26%), the Federal Airport Authority of Nigeria (23; 2.27%), Nigeria Customs Service (111; 30.25%), airlines (19; 5.18%), and other government agencies (18; 4.90%) such as the National Agency for Food and Drug Administration Control (NAFDAC), Standard Organization of Nigeria (SON), Department of State Security (DSS), National Drug Law Enforcement Agency (NDLEA) and Nigeria Agricultural Quarantine Service (NAQS).

A well-structured questionnaire was prepared and administered to the respondents using a simple random technique. Random numbers were generated for the questionnaire using Microsoft Excel. This technique gave the respondents an equal chance of being surveyed. The questionnaire was administered to the respondents at the cargo terminal of the Murtala Mohammed International Airport, Lagos. The survey was conducted for three (3) weeks in March 2022 with the engagement of three (3) research assistants with previous experience collecting survey data. Access to the respondents was requested and approved by the management of each category of the respondents. However, the approval granted by the customs to survey the warehouses covers the staff of other MDAs. The warehouses are customs-bonded, though they belong to the handling companies.

The questionnaire had two sections. Section A consisted of demographic data, while section B focused on the factors affecting Nigeria's air cargo policy decisions and implementation. The questionnaire presented eighteen (18) variables extracted from the literature (see Table 1) as factors affecting air cargo policy decisions and implementation in Nigeria. The variables were presented on a 5-point Likert scale for the respondents to rank in order of significance (1 – Not Significant, 2 – Least Significant, 3 – Fairly Significant, 4 – Significant, and 5 – Highly Significant). The study combined exploratory factor analysis (EFA) and partial least square structural equation modeling (PLS-SEM) to analyze the data. EFA reduced the variables (observed items) to a few unobserved ones that are sufficient to explain their variance. The few unobserved variables are named and employed as latent variables in PLS-SEM. EFA provides information about latent factors with estimates of the correlation between observed variables and their relationships with each unobserved variable. The PLS-SEM of the factors affecting air cargo policy decisions and implementation was estimated based on the latent variables constructed through EFA. SPSS version 27 was used to conduct EFA, while Smart PLS 3.3.7 was used for PLS-SEM analysis.

The acceptability of the final output of EFA follows several procedures, including Kaiser-Meyer-Olkin (KMO) and Bartlett tests, communalities, extraction of variance with an eigenvalue greater than 1, factor rotation with varimax technique, and extraction using principal axis factoring [30], which served as the preliminary tests for the suitability and reliability of data. The EFA reduced the number of variables to four (4). These variables were named according to the items that load on each. The output of the EFA was used to build the model on Smart PLS in Fig. 1. Table 2 shows the four latent factors and the variables for the SEM. The variables that did not significantly contribute to the latent factors were removed from the model to fulfil the demand of the communalities procedure.

4. RESULTS

4.1. Exploratory Factor Analysis Results

The result of the KMO (.755) indicates that the data are adequate for the analysis. Bartlett's test of sphericity with a chi-square value of 338.639 is significant at $p = 0.000$, meaning that the data are suitable for EFA. The communalities of the analysis are the estimates of the factors representing

the variance of the variables in the data. The communalities estimate implies that variables with extracted values lesser than 0.400 are considered minor and contribute little to the analysis's output [31]. Most of the variables in this study have communalities values greater than 0.400, except stakeholders' involvement (.399), government commitment (.378), and change in regime (.388), which are very close to 0.400. The analysis retains these variables because their values can be approximated to 0.400.

Table 2

Definition of variables for structural equation modeling

Latent Factors	Variables	Names of Variables
PFP – Policy Formulation Process	F1	Level of Stakeholders' Involvement
	F2	Policy Context
	F3	Engagement Purpose
	F4	Participatory Framework
	F5	Social Capital
	F6	Policy Formulation Team
I&C – Interests and Commitments	F7	Government Commitment
	F8	Number of Interest Groups
	F9	Policy Content
C&G – Corruption and Governance	F10	Change in Regime
	F12	Corruption
PG&I – Policy Goals and Implementation Process	F11	Supportive Synergy
	F13	Ambitious Goals
	F14	Implementing Agency

At the first stage of the analysis, four (4) of the eighteen (18) variables subjected to the test of communalities have values less than 0.400 and were therefore removed from the analysis. These items are political interest, resource availability, commitment to actors, and public wants/needs. Therefore, this study retained fourteen (14) variables in the final analysis to examine the factors affecting air cargo policy decisions and implementation in Nigeria, as presented in Table 2.

The total variance of the results shows four factors with eigenvalues greater than one (1). These factors accounted for 60% of the variables' cumulative eigenvalues. It implies that the eigenvalues offer a background understanding of the dimensions of factors affecting air cargo policy decisions, and its implementation in Nigeria has been reduced to four. Eigenvalues are the percentages of the total variance in data summarized by a factor. The data shows that a four-factor solution is responsible for the common variance of about 45% of the total variance after extraction.

The principal axis factoring technique employed in the analysis adopted an eigenvalue greater than one (1) at 25 maximum iterations to determine the number of factors that summarize the variables into a few orthogonal ones. The varimax rotation method was employed to identify the variables that load on each extracted factor. The four (4) extracted factors were policy formulation process, policy goals and implementation, interests and commitment, and corruption and governance.

4.2. Structural Equation Modelling Results

The second part of the analysis involves using PLS-SEM to confirm the output of EFA. PLS-SEM is also called structural factor analysis and provides the equation's measurement model [32]. PLS-SEM deductively tests hypotheses of unmeasured sources of variability among the latent factors derived from EFA. PLS-SEM comprises measurement and structural models assessed by their respective reliability and validity scores [33]. The measurement model, known as the outer model, shows the relationship between the latent constructs and their associated indicators. The structural model is the inner part that shows and determines the directional relationships between the latent factors. The structural model can only be examined after determining the outer model [32]. Assessing the outer model involves determining the model's internal consistency and convergent and discriminant validity. Fig. 1 shows the

PLS-SEM structure for this study on factors that affect air cargo policy decisions and implementation in Nigeria.

Fig. 1 shows the latent variables that form the structural equation modeling. The inner model is the four major factors that affect air cargo policy decisions and implementation, as summarized by EFA. The model presents the following factors: PFP (policy formulation process), PG&I (policy goals and implementation), I&C (interests and commitments), and C&G (corruption and governance). The purpose of the model is to explain factors affecting air cargo policy decisions and implementation in Nigeria. The model establishes that the indicators significantly contribute to the latent factors. The factor C&G has only two (2) indicators that are fit for the model, according to Fan Yi et al. [34], who stated that “every latent variable should have at least two indicators” as a condition for model identification in SEM analysis.

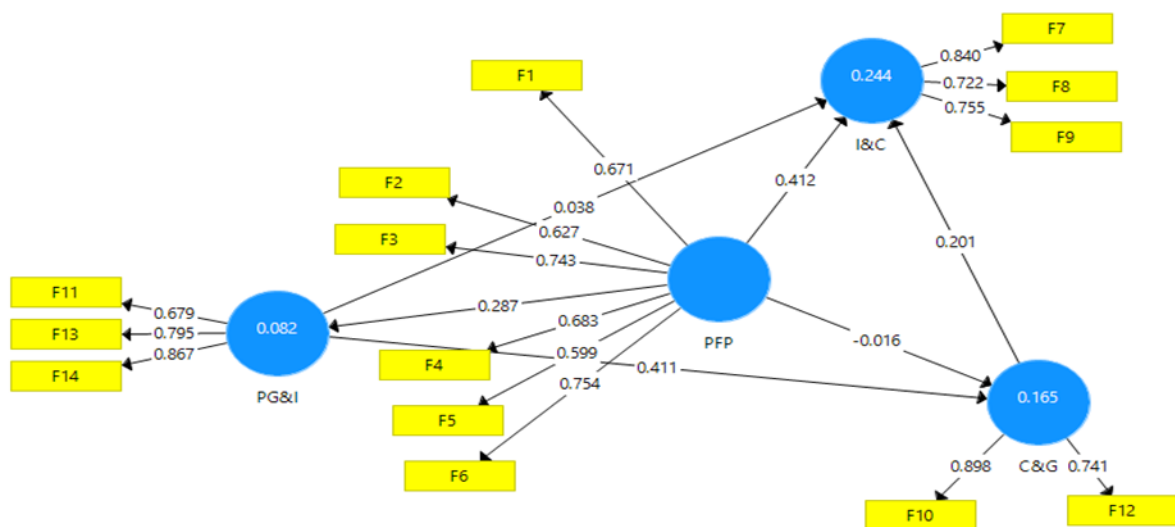


Fig. 1. PLS-SEM structure for air cargo policy decisions and implementation factors

This study made a critical effort to validate the output of EFA by examining the extent to which the four latent factors affect air cargo policy decisions and implementation in Nigeria. The PLS-SEM confirms that the factors significantly affect policy decisions and implementation in the air cargo industry. The factors that serve as latent variables (i.e., inner model) for confirmation are the policy formulation process (PFP), policy goals and implementation (PG&I), Interests and Commitments (I&C), and corruption and governance (C&G).

The structure of this study, as presented in Fig. 1, shows the regression values of the relationships among the variables. All the observed variables are highly correlated with each latent factor. This implies that the variables significantly determine the validity of the latent variables as factors affecting air cargo policy decisions and implementation in Nigeria. However, the model was assessed using PLS-SEM in Smart PLS 3.3.7. The estimation of the model is done in two parts: one part each for the outer and inner model.

4.2.1. Measurement Model

The reliability and validity tests confirmed the structure's measurement model to determine the model's consistency and accuracy. The test of the model reliability of the structure employed composite reliability and average variance extracted (AVE) to determine if the model is valid. The composite reliability values of the model are as follows: C&G = 0.806, I&C = 0.817, PFP = 0.838, and PG&I = 0.826. These values are all greater than 0.700, indicating that the model's variance is consistent. The AVE value for each factor is greater than 0.500 except for PFP (0.465), which can be approximated to 0.500. The AVE test implies that the latent variables converge for significant model measurement.

The model explains over 50% of the variance in the factors affecting air cargo policy decisions and implementation in Nigeria without discriminant problems.

The model's discriminant validity determines that the model's latent variables differ. The Fornell-Larcker, heterotrait-monotrait (HTMT) method, cross-loading, and outer Variance Inflation Factor (VIF) were employed to determine the validity of the model. When the Fornell-Larcker criterion shows strong correlation values diagonally greater than the values beneath them, it implies that the model is valid. The heterotrait-monotrait (HTMT) ratio output shows that the importance of the ratio is less than 0.800. The highest value is 0.629, which is not close to 0.800, indicating the model's validity.

The cross-loadings validity test shows the dimensions of the loadings of the observed variables on the latent constructs. It indicates strong relationships between the latent factors and their respective indicators. The outer VIF of the model are greater than 1 but less than 5, implying no multicollinearity in the model. The results conclude that the model has no discriminant validity problem.

The validity of the inner model was tested based on the coefficient of determination I , its square (R^2), adjusted R^2 , and adequate size (f^2) of the model. It shows a weak prediction of C&G (adjusted $R^2 = 0.159$) and I&C (adjusted $R^2 = 0.236$) affecting Nigeria's air cargo policy decisions and implementation. PG&I (adjusted $R^2 = 0.079$) more weakly predicts the factors affecting air cargo policy decisions and implementation in Nigeria. The f^2 values show that PFP significantly affects I&C ($r = 0.206$), and PG&I affects C&G ($r = 0.185$), which implies that the latent variables significantly affect Nigeria's air cargo policy decisions and their implementation.

5. DISCUSSION

The study discusses the results under two subheadings using the outputs of the exploratory factor analysis and the structural equation modelling.

5.1. Exploratory factor analysis of factors affecting air cargo policy decisions and implementation

The primary aim of the Exploratory Factor Analysis (EFA) is to identify the major factors affecting air cargo policy decisions and implementation in Nigeria to answer the underlying question. The analysis reduced the number of variables to four (4) common factors that significantly affect air cargo policy decisions and implementation in Nigeria. Table 3 presents the rotated factor matrix of the four factors to form the solution to the EFA analysis. Table 3 shows that the variables are well-loaded on each of the identified factors. Social capital is the highest loading variable at 68.6% on Factor 1, overambitious goal at 64.1% on Factor 2, interest groups at 73.4% on Factor 3, and corruption at 66.4% on Factor 4. These highest loading variables are essential when discussing the factors affecting air cargo policy decisions and implementation in Nigeria.

Social capital, which refers to the common values that allow stakeholders to collaborate to formulate and implement policy decisions, is important in the proper procedure and process for policy decisions that can be easily implemented. The results of this research showing that social capital significantly affects air cargo policy decisions support the study of [36, 37, 41]. Social capital, which brings stakeholders together to champion a common goal, is a strong determinant of policy decisions and implementation for the air cargo industry.

The over-ambiguity of policy goals requiring that much be achieved within a limited time can significantly affect policy decisions. Over-ambiguous goals have been established in the literature, such as [27], as a major problem in policy implementation. Policy decisions become redundant when their goals are overambitious. In practice, policymakers in the air cargo industry will need to define specific and achievable policies within a particular time. [38] found that interest groups always successfully influence certain policy aspects. This implies that policy decisions and performance will be more accessible for implementation when interest groups contribute to policy formulation. [39] stated that corruption is a perennial obstacle to national development and discussed the causes and impact of corruption on policy implementation. The finding that corruption is a significant factor affecting air

cargo policy decisions and implementation supports the study of [17], which identified corruption as one of the policy implementation problems in Nigeria.

A final task from the EFA output is to identify the extracted common factors that form the latent factors in SEM. Factor 1 with social capital (68.6%), policy context (59.9%), engagement purpose (58.8%), policy formulation team (58.1%), participatory framework (57.2%), and level of stakeholders' involvement (50.1%), is the policy formulation process. Factor 2, having overambitious goals (64.1%), supportive synergy (63.4%), and implementing agency (62.7%), is policy goals and implementation. Factor 3, with interest groups (73.4%), policy content (60.2%), and government commitment (46.5%), is interest and commitment. Factor 4, with corruption (66.4%) and change in regime (49.6%), is corruption and governance. The four (4) major factors affecting air cargo policy decisions and implementation in Nigeria are the policy formulation process, policy goals and implementation, interests and commitments, and corruption and governance.

Table 3

Rotated factor matrix of EFA solution

	Factor			
	1	2	3	4
Social Capital	.686			
Policy Context	.599			
Engagement Purpose	.588			
Policy Formulation Team	.581			
Participatory Framework	.572			
Stakeholder Involvement	.501			
Over Ambitious Goal		.641		
Supportive Synergy		.634		
Implementing Agency		.627		
Interest Groups			.734	
Policy Content			.602	
Government Commitment			.465	
Corruption				.664
Change in Regime				.496
Factor interpretation name	Policy Formulation Process (PFP)	Policy Goals and Implementation (PG&I)	Interests and Commitment (I&C)	Corruption and Governance (C&G)

Extraction Method: Principal Axis Factoring.

Rotation Method: Varimax with Kaiser Normalization^a

a. Rotation converged in seven iterations.

5.2. Discussion of structural equation modelling results

The inner model of the equation is the structure that establishes the relationships between the latent factors, which are the unobserved variables. The structure analysis involves the test of hypotheses formulated via the relationships within the model. The path coefficient of the model, which represents the direct relationship between the latent factors, indicates the hypotheses tested with the model. Table 4 shows that four hypotheses were significant, implying the rejection of the null hypotheses. The findings show that C&G→I&C ($\beta = 0.201$, $t = 3.159$, $p = 0.002$); PFP→I&C ($\beta = 0.412$, $t = 8.535$, $p = 0.000$); PFP→PG&I ($\beta = 0.287$, $t = 4.882$, $p = 0.000$); PG&I→C&G ($\beta = 0.411$, $t = 7.500$, $p = 0.000$) are positive and significant with $t > 1.96$ at 95% level of confidence (Table 3). Therefore, the path coefficients representing H1, H3, H4, and H5 are accepted in their alternate form, while the path coefficients representing H2 and H6 with $t < 1.96$ at $p > 0.05$ are rejected.

The results imply that corruption and governance positively affect the level of interest in and commitment to air cargo policy decisions and their implementation. The policy formulation process

positively affects interests and commitment. This outcome implies that adequate involvement of different stakeholders in the formulation and decision processes of air cargo policy will promote the genuine interests and commitment of the stakeholders to the implementation of such policy. Likewise, the policy formulation process significantly affects policy goals and implementation. This finding implies that proper policy formulation processes involving multiple stakeholders will define policy goals and objectives achievable within the desired time. It will also prevent stating ambiguous goals without time-bound specific objectives for implementation. The significant positive relationship between policy goals and implementation and corruption and governance signifies the debilitating effect of corruption and poor governance on development in the air cargo industry.

The findings from this research support several conclusions in the literature focusing on policy implementation outside the air cargo industry. For example, [40] found that corruption and interests and commitment via political will affect effective policy implementation of federal character policies to govern civil service recruitment in Nigeria. Also, [10] established that government bureaucracy affects policy implementation by promoting corruption and ineffective political leaders in Nigeria. Political commitment and strong leadership, coordination mechanisms, the enthusiasm and dedication of stakeholders, resources, and constitutional requirements for stakeholder engagement are critical variables that support an efficient policy formulation process.

The above discussion implies that implementing air cargo policy decisions with ease is possible in Nigeria if policymakers can devise and adopt the basic framework for policy formulation that eliminates corruption, promotes good policy governance, covers stakeholders' interests, and ensures genuine commitment to achieving policy goals. The implication is that the focus of government regarding policy decisions should not be mainly on revenue generation.

Table 4

Path coefficients of the model

	Hypotheses	Path Coefficient	T Statistics (O/STDEV)	P Values
C&G -> I&C	H1: Corruption and governance affect interest in and commitment to policy	0.201	3.159	0.002
PFP -> C&G	H2: The policy formulation process is affected by corruption and governance	-0.016	0.226	0.821
PFP -> I&C	H3: The policy formulation process affects interest in and commitment to policy	0.412	8.535	0.000
PFP -> PG&I	H4: The policy formulation process affects policy goals and implementation	0.287	4.882	0.000
PG&I -> C&G	H5: Policy goals and implementation process are affected by corruption and governance	0.411	7.500	0.000
PG&I -> I&C	H6: Policy goals and implementation affect interest in and commitment to policy	0.038	0.653	0.514

6. CONCLUSION AND POLICY RECOMMENDATIONS

The literature consistently shows that several factors affect policy implementation in different public sectors. The findings of this study imply that fundamental issues such as the poor policy formulation process and governance cause difficulties in implementing specific air cargo policies in Nigeria. Thus, there is no need to look far for a solution to address the difficulty facing policy implementation in Nigeria. Moreover, nations need to critically examine fundamental factors of policy implementation before full attention is given to complex issues.

This study provides insights into the causes of the difficulty in implementing air cargo policy decisions in Nigeria. The growth of the air cargo industry depends on effective policy formulation and implementation since most policy decisions are made to drive growth. The significant contribution of this study is that the policy formulation process, corruption and governance, interests and commitment,

and policy goals and implementation are important factors that affect air cargo policy decisions and implementation in Nigeria. Theoretically, this study provides a framework for policy decisions and implementation based on proper policy governance. Consequently, this study shows that the air cargo industry should concentrate on the proper formulation process, eliminate corruption, improve policy governance, promote genuine commitment, and manage stakeholders' interests for effective and achievable policy goals. The findings apply to other countries because issues about the factors are indicators with strong tendencies to influence human behavior across nations.

This study makes the following recommendations: First, the implementation of policy decisions should be improved by involving all stakeholders in the formulation process whose interests need to be well managed to promote sincere commitments that guarantee the achievement of specific policy objectives. Second, strategic procedures to curb corruption and poor policy governance should be well entrenched in Nigeria's air cargo industry.

The current findings serve as a conceptual framework to study policy decisions and implementation in the air cargo industry. The results significantly contribute to knowledge in policy decisions that govern air cargo operations.

This study significantly contributes to the factors affecting policy decisions and implementation in the air cargo sector. Notwithstanding, there are some limitations regarding the generalization of the study as follows: First, the study specifically examined the air cargo industry in Nigeria. Additional nations need to be covered for the results to be better generalized. Second, the present study did not address how each factor may affect policy decisions and implementation. Future studies may examine how each of the four factors addressed in this study affects policy implementation in the air cargo industry or other public sectors.

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