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Assessment of incorporation of customers' specific affordability needs in the Nigeria National Housing Fund (NHF) scheme

Abstract

The current study evaluates the extent of incorporation of customers' specific affordability needs in the Nigeria National Housing Fund (NHF) scheme. It ascertains the adequacy of the consideration given to the specific affordability needs of potential beneficiaries of the NHF scheme and determines the adequacy of the consideration given to the inputs from the intended beneficiaries of the NHF scheme. Descriptive and exploratory research designs are adopted for the study. Different offices of the Federal Mortgage Bank of Nigeria, namely the implementers of the NHF scheme, in Abuja, Port-Harcourt, Ibadan, Enugu, Lagos, as well as the 19 state/district offices in these zones are studied. The population of the study includes 201 management staff and officers in these offices. Considering the size of the population and the nature of the investigation, a census is undertaken. Data for the study are collected through structured questionnaire. The formulated hypotheses are tested using analysis of variance (ANOVA), at 5% level of significance. Results of the hypotheses tests show that; the consideration given to the specific affordability needs of the intended beneficiaries in the NHF affordability criteria is not adequate ($F_{cal} = 73.064, P = 0.000 < 0.05$). And, the consideration given to the inputs from the intended beneficiaries of the NHF scheme is not adequate ($F_{cal} = 116.009, P = 0.000 < 0.05$). In line with findings of this study, it is concluded that little attention is paid to the specific affordability needs of the target beneficiaries of the NHF scheme. Following the findings and study conclusion, it is proposed that the implementation of the Need-based Housing Affordability Model developed in this study, will aid the successful planning and execution of housing affordability strategies, thus boosting the performance of housing development programs.

Keywords: needs, housing affordability, customers, market orientation, housing development.

JEL Classification: R31.

Introduction

Need may be defined as a measurement of gap between what is and what is felt to be desirable. The housing need in Nigeria is said to be enormous and steadily increasing (Uroko and Akintola, 2008). Stryk (2005) as cited in Ndubueze (2009) notes that housing affordability is the ability to buy/rent a house of the needed size and minimum physical and sanitary requirement and still have adequate earnings to enjoy the basic consumption of other vital products. Evaluation of the market for housing in Nigeria shows that a huge proportion of the population is still unable to afford decent housing, despite the numerous determinations by the government to make available affordable housing for the Nigerian people (Ndubueze, 2009; Ogunwusi, 2013). As much as the average Nigerian loves to own his personal house, he is incapacitated by his lack of funds (Omujine, 2000). This has necessitated government intervention in the housing industry, through the articulation and development of several programs to boost the provision of cheap and affordable housing for the Nigerian people. Attagher (2006) observes that the main objective of the 2002 Nigerian National Housing Policy has been to make sure that all Nigerians possess

or have the capability to leave in decent, safe and sanitary housing accommodation at affordable costs, with a secure tenure.

The National Housing Fund (NHF) scheme is the financial component of strategies enumerated in Nigeria's 1991 Housing Policy to handle acute shortages and rising cost of housing in Nigeria (Amao & Ilesanmi, 2013). The NHF scheme was established by Decree No. 3 of 1992, with the basic aim to encourage and sustain a stable platform for housing finance. The NHF scheme is the leading housing programme of the Federal Government of Nigeria. The NHF scheme as prescribed by the decree establishing it, is managed and administrated by the Federal Mortgage Bank of Nigeria (FMBN).

Modern marketing advocates the identification of specific and peculiar needs of targeted customers, while developing products to efficiently satisfy these identified needs (Nnadozie, 2003). In spite of the various programs developed by the Nigerian government to provide affordable housing for the people, the housing affordability situation is still degenerating (Ndubueze, 2009; Onyike, 2011; Ohajruka, 2015). From all indications, the housing affordability strategies of past government housing programs in Nigeria, may not have recognized the need for adequate consideration of the specific housing affordability needs of the people in these programs. It may be correctly maintained that the poor utilization of customer need-based housing affordability strategies in the housing program application may have added to the limited

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achievement documented by these programs, nonetheless there is enormous requirement for inexpensive housing and suitable shelter in Nigeria (Abimaje, Akingbohunbe & Baba, 2014). The weight of this study, is therefore, to evaluate the level of incorporation of customers' specific housing affordability needs in implementing National Housing Programmes in Nigeria, with particular reference to the NHF scheme.

Statement of the problem

Customer-oriented marketing strategies spring from the yearning to pinpoint and satisfy specific needs of consumers. The housing affordability need in Nigeria is huge and steadily on the increase (Ademuluyi and Raji, 2008). To solve the housing affordability needs of Nigerians, the government has been forced to intervene on a number of occasions in the housing market by formulating programs aimed at providing affordable housing for the masses. However, inspite of these housing programs, more or less dating back to the colonial period, less success has been made in terms of making available affordable housing for the Nigerian people, since these housing programs have never realized its intended objectives (NHP, 2012; Onyike, 2011; Ademiliyi, 2010). A lot of explanations have been advanced for the discouraging success of the housing affordability strategies. These include poor direction, poor project locations, stringent affordability criteria, corruption, lack of trust by the masses, following recorded failure of past programs (Onyike, 2011; Ozili, 2009). A curious look at most of these factors inhibiting the successful implementation of past housing affordability strategies, would suggest an absence of proper customer housing need identification and probably a neglect or inadequate application of customer need-based housing affordability criteria. It is therefore necessary, to go beyond speculation and establish empirical evidence of the adequacy or inadequacy of the use of customer need-based housing affordability criteria in planning and executing housing development programs, especially in the National Housing Fund scheme, as we intend to do in this study.

Research objectives

The major objective of this study is to evaluate the extent of incorporation of customers' specific affordability needs in the Nigeria National Housing Fund (NHF) scheme. The sub-objectives are as follows:

- ◆ to ascertain the adequacy of the consideration given to the specific affordability needs of the intended beneficiaries of the NHF scheme;

- ◆ to determine adequacy of the consideration given to the inputs from the intended beneficiaries of the NHF scheme.

Research hypotheses

The following hypotheses are formulated in the null to aid this research work:

- ◆ the consideration given to the specific affordability needs of the intended beneficiaries in the NHF affordability criteria is adequate;
- ◆ the consideration given to the inputs from the intended beneficiaries of the NHF scheme is adequate.

Motivation for the study

The researchers have not identified to some extent past study that aims at developing a customer need-based method to housing programs planning and implementation in Nigeria, particularly with reference to the present National Housing Fund (NHF) scheme. Therefore, it is envisaged that this study will add to the minute literature and also arouse interest for additional studies on the necessity for a customer need-based approach in resolving the housing affordability challenges of Nigerians. This will go a long way in reducing the level of housing deficit, which will trigger economic and social development.

Review of related literature

The review of the related literature on the incorporation of customers' specific affordability needs in the Nigeria National Housing Fund (NHF) scheme was done in three parts: conceptual, theoretical and empirical. The review also revealed a knowledge gap which the study addressed.

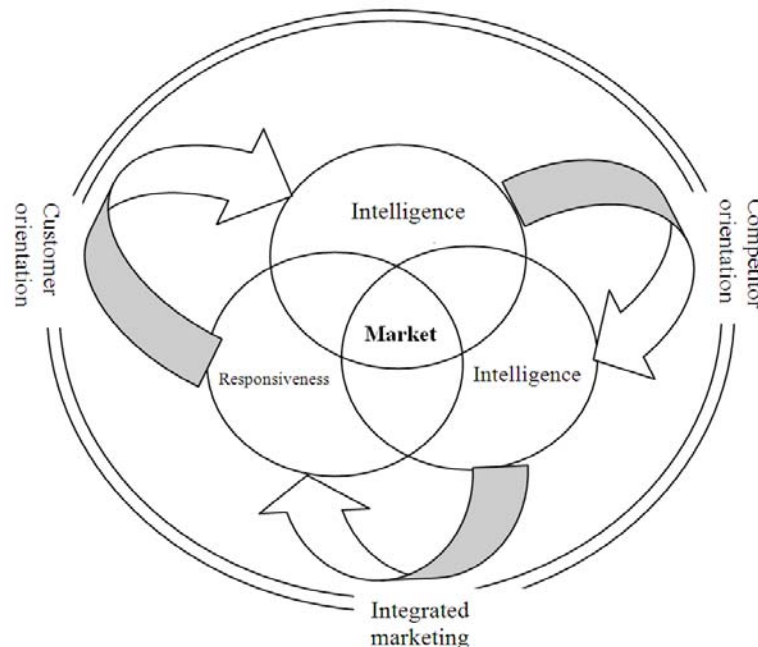
Conceptual framework

Slater and Narver (1998) view the marketing concept as a company's attempt to identify needs in chosen segments of the market, and to meet these needs satisfactorily more than competitors. Kohli and Jawsorski (1990) note that market orientation emanate from the marketing concept and focuses on customers. Kohli and Jaworski (1990) and Narver and Slater (1990) in their respective papers, popularized the concept of market orientation. Market orientation is a type of organizational arrangement which compels employees to always strive to enhance customer value (Nnadozie, 2003). Research studies have confirmed that firms that are market-oriented perform better than firms that are less market-oriented. To enhance firm's performance, the market orientation concept lays emphasis on well managed business intelligence collection and dissemination, as well as adequate reaction to information from markets (Sundqvist, Puumalainen, and Salminen, 2000).

Theoretical framework

The theoretical framework for this study is based on the Two Dimensional Approach/Model to Market Orientation (Gudlaugsson and Schalk, 2009). The justification for the choice of this model arises due to the need to constantly gather and disseminate information on the housing affordability needs of

the housing deficit units, in order to be able to develop strategies to address the different and specific housing affordability needs of the target segments. The two dimensional model of marketing orientation (see Figure 1) is an integration of Kohli and Jaworski's (1990) model with that of Narver and Slater's (1990) model.



Source: Gudlaugsson and Schalk (2009).

Fig. 1. A two dimensional approach to market orientation, based on Kohli and Jaworski (1990) and Narver and Slater (1990)

From the diagram, the model proposes that customer orientation, competitor orientation and integrated marketing must be present in all firm-wide activities. This is shown in the outer circle of the model. The inner circle of the model depicts the need for a firm to set-up systems for intelligence generation, dissemination and distribution of the information gathered, in order to strengthen management and employees with business intelligence. The model proposes that management and employees must take action regarding the business intelligence they have gathered, in order to meet customer needs and enhance firm performance. The model stresses that installing firm-wide market oriented culture through strategy making and enforcement is the duty of top management. Gudlaugsson and Schalk (2009) note that the two dimensional model fits the definition that a market orientation is the enforcement of the marketing concept, based on some type of organizational culture.

Empirical review

Researches on housing affordability in Nigeria, have been few and scattered. In line with Ndubueze's (2009) assertion, available literature on housing

affordability in Nigeria reveal some studies, which include those of Arigbibola (2006), Chatterjee (1982) and Onyike 2007 and a few others.

Arigbibola (2006) investigated into the ever rising issues of housing affordability in Nigeria, as well as the negative impact it exerts on the proper development of a growing housing environment. The study was undertaken in Akure City in South West Nigeria. Findings from the study revealed that a substantial percentage of families in the city (about 57%) are saddled with housing affordability crisis, most especially in connection with the provision of enough qualitative housing. Arigbibola (2006) suggests the formulation of policies and implementation actions that will help especially the lower income segment in Nigeria, in order to tackle housing affordability issues in the right manner.

A housing affordability framework that investigates the dynamic links among earnings and distribution of earnings, changes in size of households, city development, shelter, consumption, accessibility to and price of borrowing, was proposed by Chatterjee (1982). The aim of this model was to determine how the quantity and different types of affordable housing vary with some factors such as changes in

earnings distribution, funding for shelter, change in demographic and economic growth. In addition, the model also sought to facilitate the identification of the quantity and nature of housing that could be affordable by different income segments.

A study to investigate the new houses and wage structure of government workers in Owerri, South East Nigeria, was undertaken by Onyike (2007). The study compared the earnings of government workers in the city with the market value of bungalows in the city, in line with the annual mortgage premium of 6 and 8 percentage points in a 25-year period. Findings of this study revealed that, as at the beginning of the year 2007, under the 17 – level wage structure for government workers, only workers on level 13 upwards in the federal civil service, and those on level 16 and above in the state civil service could be able to pay for the lowest priced bungalows at 6% interest rate. Following this finding, Onyike (2007) arrived at the conclusion that the average government worker in Owerri, South-East Nigeria will not be able to afford suitable shelter without enormous help.

Olugbesan (1998) found out that most of the previous housing programs in Nigeria were planned and implemented without seriously involving the target beneficiaries of these programs. Olugbesan (1998) concluded that planning and implementing successful mass housing programs cannot be achieved without involving the target beneficiaries of these housing programs.

In a study on urban housing affordability and housing policy dilemmas in Nigeria, Ndubueze (2009) found out that apart from the concentration of effort on the affordability needs of the low income earners, there has not been any serious effort at investigating the housing affordability needs of other groups (based on different socio-economic classifications) in order to develop strategies to attend to their housing affordability needs.

From the discussion thus far, it is apparent that no serious effort has been made to ascertain the specific housing affordability needs of the various identified segments that make up the housing deficit unit in Nigeria. This notwithstanding the fact that housing affordability has been identified as one of the major issues contributing to the minimal successes recorded by past housing programs in Nigeria including the present NHF scheme (Onyike, 2011; Fortune-Ebie, 2000). Nonetheless, it is envisaged that the present study will investigate into the level of incorporation of the specific housing affordability needs of the intended beneficiaries of the NHF scheme, in order to come up with ways of adequately tackling the housing affordability issues.

Methodology

Descriptive and exploratory research designs were adopted for this study. The study covered the Abuja Head office of the FMBN, the zonal office in Lagos, Port-Harcourt, Ibadan and Enugu, Lagos main office, Apapa distinct office and the state offices in Ikeja, Bayelsa, Akwa-Ibom, Cross Rivers, Rivers, Edo, Ekiti, Ogun, Ondo, Osun, Oyo, Enugu, Delta, Ebonyi, Anambra, Imo and Abia. The FMBN's Head office in Abuja was selected for this study because this is the office where the decisions on strategies and policies concerning the NHF scheme are made, and thus, this office could have been used solely for this study. However, in a bid to enrich the study, the other offices in the South-East, South-West and South-South parts of Nigeria were also studied.

The study population was 201 officers and management staff of the Federal Mortgage Bank of Nigeria (FMBN) in the selected offices (see Table 1A, Appendix, for the composition and distribution of the study population). Due to the size of the population and the nature of the investigation, a census was undertaken. Eboh (2009) observes that small size of a study population, ample time for the study, adequate resources and a complete enumeration of the population being a basic objective of a study, are some of the necessary conditions for the choice of a census study. The study used structured questionnaire in collecting data (see Appendix). The questionnaire was structured and adapted from previous studies on market/customer orientations, most especially the customer orientation check-list model by Lozano (2000).

Data presentation, analysis and result

A 5-point Likert measurement was employed to extract the data used in testing the hypotheses formulated for this study. In making decisions whether to accept or reject questions/statements, a cut-off point was established and the ratings strongly disagree, disagree, neutral, agree and strongly agree were assigned the numbers 1, 2, 3, 4, 5 respectively. The mean cut-off point was determined thus:

$$\text{Mean cut-off} = \frac{1 + 2 + 3 + 4 + 5}{5} = 3.0.$$

Therefore, decisions to accept or reject particular statements/questions were based on the mean score for the particular question/statement being less than 3.0, for rejection and more than 3.0, for acceptance.

Objective one seeks to ascertain the adequacy of the consideration given to the specific affordability needs of the intended beneficiaries of the NHF scheme. The table (see Table 2A, Appendix) reveals

that all the six questions/statements had mean values that were less than 3.0 and were thus rejected. Most of these rejected statements/questions were statements that pointed towards some degree of consideration for the specific affordability needs of the intended NHF beneficiaries in the affordability criteria of the NHF scheme. These rejected statements were statements that concerned the conditions for accessing the NHF loans, as well as comparison of income, specific needs and cost of acquiring houses, in the NHF affordability criteria.

The data presented were also analyzed using analysis of variance (see Table 3A, Appendix). A 5% level of significance was assumed. The items that elicit answers to this hypothesis were aggregated to give rise to a single indicator which was designated as hyp. 1 in the study. As indicated in Table 3A, the analysis of variance of the indicator (hyp 1) resulted in an F-value of 73.064 and P-value of 0.000 which is less than 0.05. Following this therefore, we reject the null hypothesis which states that the consideration given to the specific affordability needs of the intended beneficiaries in the NHF affordability criteria is adequate ($F_{cal} = 73.064$, $P = 0.000 < 0.05$). We hereby accept the alternate hypothesis which states that the consideration given to the specific affordability needs of the intended beneficiaries in the NHF affordability criteria is not adequate.

This finding points to a low level of consideration given to the specific affordability needs of the intended beneficiaries of the NHF scheme in the NHF affordability criteria. This finding is in agreement with the assertion of Ndubueze (2009) that there has not been any serious effort at investigating into the housing affordability needs of other groups, apart from the low income groups, as well as going further to develop strategies to attend to the housing affordability needs of these other groups. Affordability is a core issue in most government housing development programs and the argument is that housing affordability criteria should give adequate consideration to the specific affordability needs of the identified segments and targeted beneficiaries of the housing program.

Objective 2 seeks to determine the adequacy of the consideration given to the inputs from the intended beneficiaries of the NHF scheme. The Table 4A (see Appendix) shows that all the questions/statements had mean values that were less than 3.0 and were thus rejected. The rejected questions/statements were all statements that pointed towards some degree of consideration for the inputs from the intended beneficiaries of the NHF scheme.

The data presented were also analyzed using analysis of variance (see Table 5A, Appendix). A 5% level of

significance was assumed. The items that elicit answers to this hypothesis were aggregated to give rise to a single indicator which was designated as hyp. 2 in the study. As indicated in Table 5A, the analysis of variance of the indicator (hyp. 2) resulted in an F-value of 116.009 and P-value of 0.000 which is less than 0.05. Following this, therefore, we reject the null hypothesis which states that the consideration given to the inputs from the intended beneficiaries of the NHF scheme is adequate ($F_{cal} = 116.009$, $P = 0.000 < 0.05$). We hereby accept the alternate hypothesis that states that the consideration given to the inputs from the intended beneficiaries of the NHF scheme is not adequate.

This finding is in line with the view of Olugbesan (1998), who noted that planning sustainable strategies for affordable mass housing cannot be achieved without the participation of the targeted beneficiaries. This finding lends credence to the assertion that most housing affordability programs are formulated and executed without adequate involvement of the target beneficiaries of these programs. This probably contributes to the poor performance of housing programs, as it negates a basic requirement of a customer-focused housing affordability strategy.

Conclusion

Following the findings, of this study, it is concluded that little attention is paid to the specific affordability needs of targeted NHF beneficiaries. Likewise, there is no mechanism in place for continuous feedback and inputs from the target beneficiaries of the scheme, in order to constantly appreciate their affordability needs and preferences.

The NHF scheme has uniform affordability criteria for all intended beneficiaries of the scheme. The specific and different affordability needs of the targeted beneficiaries of the NHF scheme, as well as the conditions for accessing the loans, are not adequately considered in the NHF affordability criteria. Failure to apply adequate customer needs-based affordability strategies, in planning and implementing the NHF scheme, has affected the development of a segment based affordability criteria for the NHF scheme.

As a way forward, the study proposes the adoption of the Need-based Housing Affordability Model (Ifediora, 2014). The Need-based Housing Affordability Model (see Figure 1A, Appendix) begins with the identification and analysis of customers housing needs. This involves a continuous and detailed research into customers housing needs, desires attributes, perceptions, prejudices, motives, attitudes, etc. This customer

analysis/research will be a continuous activity that will form a necessary input and a basic pre-requisite for the identification, profiling and selection of target segments to serve.

Following the customer analysis, the next step in our model involves the identification, profiling and selection of target segments based on identifiable variables that are homogeneous to the groups. The goals of the housing program would determine the appropriate segmentation basis. Possible bases for segmentation could be geographic, demographic, geo-demographic, psychographic, etc., as dictated by the housing program goals. The selected target segments will form the basis for the development of individual segment – based affordability criteria for the housing program.

Based on the selection of the target segments to serve, segment-based affordability criteria are developed in line with the number of chosen segments to target. In other words, each individual target segment has an affordability criteria developed to suit the specific needs and attributes of members of this segment. Basic considerations of the affordability criteria with reference to each segment will include some economic, demographic, legal, regulatory, housing finance (credit) issues (such as loan conditions, documentation requirements, regulatory requirements, credit terms, etc.), environmental requirements, land issues (such as availability and titling of land), income, employment (type and status), family size, health status, age, retirement consideration (nearness to retirement/years left in service), location (residence), interest rate, house construction/purchase costs, etc. The basic argument behind this segment-based housing affordability

approach is that uniform affordability criteria for all segments in a housing program will not suit the specific needs and desires of members of the individual segments adequately. There are some basic differences existing among segments, and these basic differences must be addressed by the affordability criteria, if the needs are to be met substantially. For instance a segment made up of those that need renovation services, should not have the same affordability criteria with another segment made up of those with full construction needs. Having developed the segment-based affordability criteria, the next step will involve the proper implementation of these affordability criteria, in line with the goals and objectives of the housing program. The implementers should ensure strict compliance to the requirements of the affordability criteria for each target segment, if the housing program's goals and objectives are to be achieved.

Finally, the model stipulates strict monitoring and evaluation of the implementation of the housing affordability criteria in order to ensure that they are being adhered to in the proper manner. As depicted in the diagram, the evaluation and monitoring process allows for feedbacks and modifications at different levels of the model (including implementation stage, segment-based affordability criteria development stage and the segments identification and selection stage). These continuous evaluation and monitoring of the implementation of the affordability criteria will ensure that these criteria are operationalized, and modified when necessary, in line with the needs and attributes of the target segments. This will greatly enhance the effectiveness of the housing program and the achievement of the stated goals and objectives of the housing program.

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Appendix

Table 1A. Composition and distribution of the study population

Location (office)	Management staff
Abuja head office	20
Enugu zonal office	10
Ibadan zonal office	10
Lagos zonal office	15
Port Harcourt zonal office	10
Lagos main office	10
Apapa district office	7
Ikeja state office	7
Ekiti state office	7
Ogun state office	7
Ondo state office	7
Osun state office	7
Oyo state office	7
Abia state office	7
Anambra state office	7
Delta state office	7
Ebonyi state office	7
Enugu state office	7
Imo state office	7
Akwa Ibom state office	7
Bayelsa state office	7
Cross River state office	7
Edo state office	7
Rivers state office	7
Total	201

Source: Field Survey, 2014.

QUESTIONNAIRE

This questionnaire uses a 5-point rating scale.

INSTRUCTION:

Please indicate your degree of agreement or disagreement with the statement by circling the appropriate number.

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

No.	Question	Your answer				
1.	We regularly collect information on the wishes and needs of the NHF intended beneficiaries.	1	2	3	4	5
2.	The knowledge of the NHF intended beneficiaries' needs and wishes is the basis for all the implementation actions of the NHF scheme.	1	2	3	4	5
3.	In line with our identified groups of intended beneficiaries, we try to develop products that are cheaper than those from other organizations.	1	2	3	4	5
4.	We have some communication channels to guarantee that the opinions of the staff that interface with intended beneficiaries are taken into account.	1	2	3	4	5
5.	We have different affordability criteria for the different identified groups of intended beneficiaries of the NHF program.	1	2	3	4	5
6.	Since the NHF loans have low interest rate compared to other commercial mortgage facilities it means the NHF scheme is highly affordable for all groups of intended beneficiaries.	1	2	3	4	5
7.	To ensure affordability of the NHF loans, constant comparison is made between the income and specific needs of the intended beneficiaries and the cost of acquiring houses in the country.	1	2	3	4	5
8.	Changes are made to the NHF program according to the results of these comparisons to ensure NHF loan affordability.	1	2	3	4	5
9.	The conditions for accessing the NHF loans are considered as part of the criteria for determining the affordability of the NHF loans.	1	2	3	4	5
10.	We check regularly our customers' level of satisfaction with the NHF implementation.	1	2	3	4	5

Table 2A. Descriptive statistics

Nos	Statement	N	Minimum	Maximum	Mean	Standard deviation	Remarks
Q3	In line with our identified groups of intended beneficiaries, we try to develop products that are cheaper than those from other organizations.	201	1.00	5.00	1.5821	0.79654	Reject
Q5	Have different affordability criteria for the different identified groups of intended beneficiaries.	201	1.00	4.00	1.3582	0.57536	Reject
Q6	Since the NHF loans have low interest rate compared to other commercial mortgage facilities it means the NHF scheme is highly affordable for all groups of intended beneficiaries.	201	1.00	5.00	1.8507	1.09891	Reject
Q7	To ensure affordability of the NHF loans, constant comparison is made between the income and specific needs of the intended beneficiaries and the cost of acquiring houses in the country.	201	1.00	5.00	1.4776	0.74883	Reject
Q8	Changes are made to the NHF programme according to the results of these comparisons to ensure NHF loan affordability.	201	1.00	5.00	1.3682	0.62752	Reject
Q9	The conditions for accessing the NHF loans are considered as part of the criteria for determining the affordability of the NHF loans.	201	1.00	5.00	1.6219	0.74587	Reject

Source: data analysis.

Table 3A. ANOVA

		Sum of squares	df	Mean square	F	Sig.
Develop cheaper products from other organization	Between groups	52.015	4	13.004	34.037	0.000
	Within groups	74.880	196	0.382		
	Total	126.896	200			
Different affordability criteria for different groups	Between groups	19.452	4	4.863	20.386	0.000
	Within groups	46.757	196	0.239		
	Total	66.209	200			
Low interest rate means NHF scheme is affordable	Between groups	89.751	4	22.438	28.976	0.000
	Within groups	151.772	196	0.774		
	Total	241.522	200			
Constant comparison is made between the income and needs	Between groups	47.331	4	11.833	35.780	
	Within groups	64.819	196	0.331		
	Total	112.149	200			
Changes made accordin to results of comparisons	Between groups	15.248	4	3.812	11.764	0.000
	Within groups	63.509	196	0.324		
	Total	78.756	200			
Conditions for accessing the NHF loans is criteria for affordability	Between groups	38.310	4	9.578	25.732	0.000
	Within groups	72.953	196	0.372		
	Total	111.264	200			
Hypothesis 1	Between groups	38.417	4	9.604	73.064	0.000
	Within groups	25.764	196	0.131		
	Total	64.182	200			

Source: data analysis.

Table 4A. Descriptive statistics

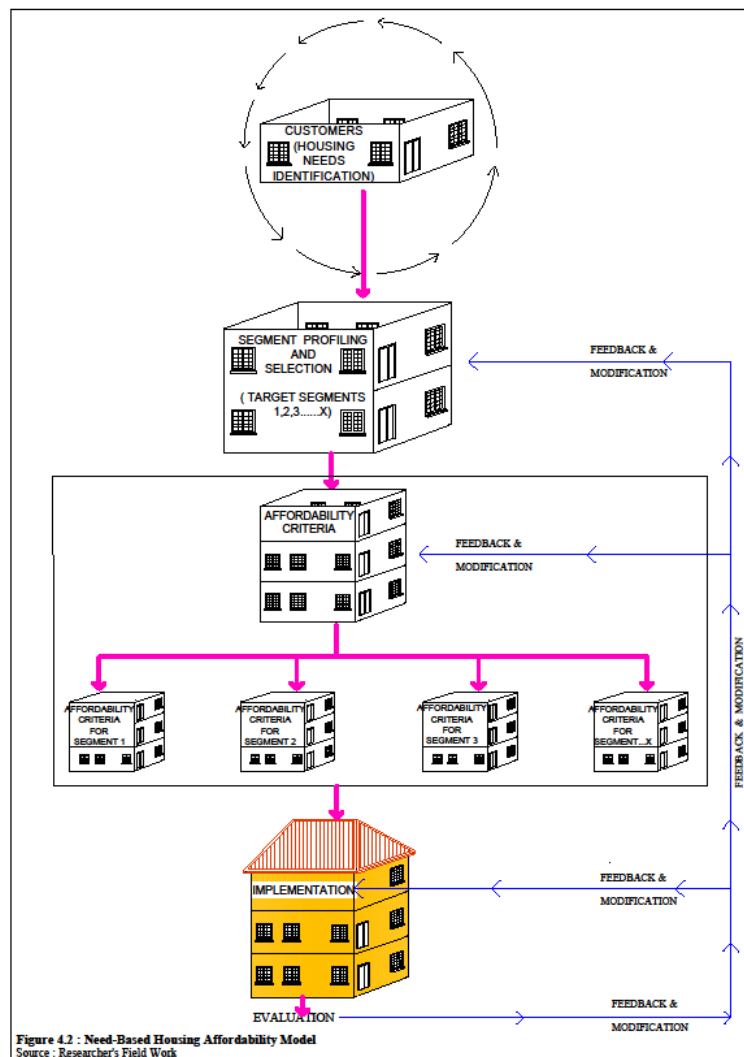
Nos	Statement/question	N	Minimum	Maximum	Mean	Standard deviation	Remarks
Q1	Regularly collect information on the wishes and needs of the NHF intended beneficiaries.	201	1.00	5.00	1.6915	0.75125	Reject
Q2	Knowledge of the NHF intended beneficiaries' needs and wishes is the basis for all the implementation actions.	201	1.00	5.00	1.5721	0.80375	Reject
Q4	Have some communication channels to guarantee that the opinions of the staff that interface with intended beneficiaries are taken into account.	201	1.00	5.00	1.5323	0.82474	Reject
Q10	Check regularly the customers' level of satisfaction with the NHF implementation.	201	1.00	5.00	1.9303	0.75175	Reject

Source: data analysis.

Table 5A. ANOVA

		Sum of squares	df	Mean square	F	Sig.
Collect information on the needs of beneficiaries	Between groups	38.166	4	9.542	25.032	0.000
	Within groups	74.709	196	0.381		
	Total	112.876	200			
Knowledge of needs is basis for NHF scheme	Between groups	52.902	4	13.225	33.973	0.000
	Within groups	76.302	196	0.389		
	Total	129.204	200			
Communication channels to guarantee staff opinion	Between groups	68.085	4	17.021	49.093	0.000
	Within groups	67.955	196	0.347		
	Total	136.040	200			
Check customers level of satisfaction with the NHF implementation	Between groups	49.943	4	12.486	38.794	0.000
	Within groups	63.082	196	0.322		
	Total	113.025	200			
Hypothesis 2	Between groups	50.529	4	12.632	116.009	0.000
	Within groups	21.343	196	0.109		
	Total	71.872	200			

Source: data analysis.



Source: Ifediora, C.U. (2014).

Fig. 1A. Need-based Housing Affordability Model