

Influence of Strategic Alliance on the Performance of Federal Inland Revenue Service (FIRS)



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ABSTRACT: Strategic alliances are collaborative relationships aimed at achieving mutual strategic objectives in order to achieve organizational performance objectives. Strategic alliances emphasis in literature has been significantly tilted towards private business enterprises and multinational companies. Yet, little is known about how strategic alliances work within governmental bodies like the FIRS. The purpose of this article is to examine the influence of strategic alliances on performance of the Federal Inland Revenue Service (FIRS). The study uses simple percentage count and standard deviation to analyze primary data obtained through questionnaires (google forms) from a sample of selected senior staffs at the Federal Inland Revenue Service South West zone which is made up of thirty (30) FIRS offices having a total of two hundred and seventy nine (279) respondents using purposive sampling method. Also, correlation coefficients, t-test, regression analysis and ANOVA was used to demonstrate significance. Result showed that strategic alliances/collaborations significantly and positively impact FIRS performance ($F= 489.672$, $P<0.00$) in terms of tax revenue generation, voluntary tax compliance and widening of the tax net. It therefore recommends that techniques and strategic measures should be maintained to enhance the management of all collaborations for sustained performance of FIRS in Nigeria.

KEYWORDS: Performance, Strategic alliance, Tax compliance, Tax revenue, Tax net.

INTRODUCTION

A number of governments in the advanced and developing economies which depend on tax revenue to meet their spending obligations have been challenged by instability in tax revenue. This is because tax revenue determines government expenditure and the provision of social services for the benefits of the citizens (Egbunike at al., 2018). Tax revenues, especially in resource rich African countries have experienced significant volatilities. These volatilities were driven by market fluctuations, political upheavals, insecurity and domestic conflicts, technological disruptions and health pandemics. These exogenous shocks have significantly challenged the performance of tax administrators (Pantamee, 2018). Recently, the performance of the Nigerian national tax authority was brought to the front burner of discussions. This followed a report that Nigeria's debt payment exceeded revenue for the first quarter of 2022 (Olawoyin, 2022). Urgently improving the capacity of the Federal Inland Revenue Service (FIRS) to collect adequate tax revenue to meet government expenditure for critical projects requires an innovative approach.

This informs the need to investigate how strategic alliances/collaborations of the FIRS will impact its performance. The formation of alliances by government and other organizations are well pronounced in checking the spread of the recent Corona virus. These variables also accounted for governments, businesses and individuals that were able to stay above the water and survived. Strategic alliances were pivotal to successes recorded by many businesses. A lot of the efforts and research on strategic alliances is dominated by non-governmental enterprises and profit-oriented businesses (Haleem et al., 2019; Tijani et al., 2021). There is little focus on government (or its agencies) enterprises forming alliances. This is even more critical for a tax revenue generating agency. The tax revenue challenges that was recently highlighted is not new. The Federal Inland Revenue Service in a bid to achieve set performance targets have engaged in a series of alliances that it believes will enhance its performance. These alliances span critical elements of the tax revenue value chain. These include taxpayer registration, tax assessments, tax collection, compliance and enforcement, digitalization and automation deployment, taxpayers' education, dynamic human resource skill and knowledge building, effective and efficient critical logistics etc. Also, given the various internal transformations and external challenges, the Service has demonstrated some resilient capacity due to alliance formations. Thus, this study will address strategic alliances and performance of the Federal Inland Revenue Service. The government and indeed the population cannot afford to see the government running out of funds to run the country in a volatile, uncertain, complex and ambiguous times, the world has become.

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STATEMENT OF THE PROBLEM

There is insufficient research and models relevant for strategic alliances and performance in the FIRS. This is a significant problem to be solved given the persistent waves of uncertainties that threaten the strategic objectives of a critical organization like the FIRS. Also, Nigeria's tax to GDP ratio at 6% is among the lowest in Africa (Olaekan & Bamidele, 2021). There is therefore the need to explore innovative ways to improve the low tax to GDP ratio and eventually improve the performance of the FIRS. Nigeria's dependence on its vast natural hydrocarbon resources may have accounted for the low tax to GDP ratio. The predominance of income from its natural resources has not allowed adequate emphasis and capacity to be deployed to tax revenue. But, with the gradual shift to renewable and green energy which was informed by the need to reduce carbon footprint globally, Nigeria needs to urgently review its non-oil tax revenue template and capacity. And at the center of this, is the Federal Inland Revenue Service. Thus, exploring its performance through strategic alliances has become imperative in the current national economic circumstances.

AIM AND OBJECTIVES OF THE STUDY

The aim of the study is to examine the effect of strategic alliances on the performance of the Federal Inland Revenue Service (FIRS). More specifically, the study will attempt to:

- i. Ascertain the nature of strategic alliances of the Federal Inland Revenue Service (FIRS) with other organizations **and** MDAs
- ii. Assess the influence of strategic alliance on the performance of FIRS.
- iii. Ascertain the effectiveness of the management of strategic alliances in operation in FIRS

Research Questions.

- i. What are the peculiarities of **FIRS** strategic alliances with other organizations and MDAs
- ii. Does strategic alliances affect the performance of the Federal Inland Revenue Service (FIRS)?

Hypothesis

There is no significant influence of strategic alliances on performance of the Federal Inland Revenue Service

LITERATURE REVIEW

Strategic Alliance

An alliance is a partnership between two or more businesses formed to enter a new market or overcome the current business climate (Russo & Cesaran, 2017). Strategic alliances are collaborative relationships aimed at achieving mutual strategic objectives and bolstering long-term market positioning (Emami, et al., 2022). A strategic alliance can also be defined as a long-term connection between two or more companies with the objective of enhancing their competitive position and performance through sharing resources and competencies (Ferreira & Franco, 2017). Access to resources, information, technology, skills, and markets is the primary reason for building an alliance plan, as acquiring these benefits individually is considerably more challenging. The firm's resource-based perspective emphasizes resources as the fundamental motivation for alliance formation.

Alliances are sometimes created at a lower degree of commitment or for a shorter period of time due to the diverse interests and aims of the partners; yet, organizations can also coalesce at a higher level of trust and find common ground on most issues (Emami, et al., 2022). Alliances as essential growth strategy are prevalent in numerous public and private industries, such as the airline, telecommunications, software, hardware, biotechnology, educational services, and automobile sectors. Alliances between supply chain partners are one of the most prevalent types of inter-organizational cooperative actions, leading to a more efficient flow of information and fostering greater commitment and confidence. In addition, cooperation amongst supply chain participants adds to better stability and solidarity, resulting in improved performance (Yeh et al., 2020). Previous research acknowledges a variety of inter-firm connection forms. To take advantage of new markets, corporations may develop cooperative contractual agreements, such as licencing or franchising products and services.

Similarly, enterprises might export directly to seek new international markets. Other forms of inter-firm cooperation in which the corporation pays a third party to perform a portion of the task are outsourcing and subcontracting. In a subcontract, the contractor can control the operations, whereas outsourcing offers less autonomy and control over the activities (Yeh et al., 2020). Firms engage in joint ventures to get access to common resources, and depending on the amount of joint activity, participate in mergers and acquisitions (i.e., the acquiring firm gains ownership and control of the target firm's assets), strategic alliances, or supply chain relations (i.e., a partnership with suppliers, buyers, or distributors)

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TYPES OF STRATEGIC ALLIANCE

Equity Alliance: Alliances can be either equity, such as affiliate, or non-equity, depending on the acquisition of equities for example, research and development cooperatives (Hoehn-Weiss et al., 2017). Depending on the features and resources of the respective businesses, alliances can be either horizontal (the partners belong to the same industry) or vertical (the partners belong to different industries).

Symmetric or Asymmetric Alliances: Alliances can also be symmetric if the resources being exchanged are homogenous or asymmetric if the resources being transferred are heterogeneous (Hoehn-Weiss et al., 2017).

Exploration or Exploitation Alliances: Exploration alliance members aspire to create something new (e.g., a new product, service, or market), whereas exploitation alliances are formed to build the precise skills and competencies necessary to pursue current opportunities ((Emami, et al., 2022).

Focused Functional Alliance: A body of scholars stresses the functional scope and categorize alliances based on the focused functional activities of partners such as product or service development, marketing, or sales.

Geographical Alliance: Alliances in this context can be international (i.e., with a foreign partner) or domestic (i.e., partners operate in the same country or region) Lastly, depending on the location of the partner in the supply chain, alliances can be formed with suppliers, consumers, competitors, or third-party players such as universities or research institutions (Ferreira & Franco, 2017).

Mandatory Alliance: This is sometimes referred to as mandatory collaboration. Government institutions or agencies tend to operate in silos, even when they have a common objective to achieve for the nation. This silo mentality leads to wastages of public funds, inefficiencies in service delivery and governance failure is driven majorly by bureaucratic practices and absence of discretion. Public managers must be able to develop relationships across MDAs based on a mandate to do so but devoid of the accountability mechanisms that would traditionally be used when control is placed with a single actor. Mandates that require participation from more than one agency rely on relationships that may not develop organically (McNamara, 2016). A mandate is 'any responsibility, procedure or other activity that is imposed on one government by another by constitutional, legislative, administrative, executive, or judicial action as a direct order, or as a condition for aid' (Lovell, 1981, p.60) This is the most suitable portrait of the various alliances and collaborations that the Federal Inland Revenue Service engages in.

Organization Performance

The measuring of firm performance is always difficult and necessitates the collection of precise and reliable data to evaluate the firm's standing in a particular context (Adelaiye et al., 2020). According to prior study, Al-Dmour et al. (2018) emphasized that the review of financial statements and other accounting data aids in measuring the success of a company. However, evaluating the alliance's success based just on financial records may be too limited, particularly when a long-term perspective is required (i.e., new product development). Multiple methods exist for measuring performance. Quality, adaptability, timeliness, monetary resources, customer satisfaction, and human resources (Shahbaz et al., 2018). These dimensions encompass all facets of a company's performance. According to Majid et al. (2021), the first four elements of operational performance are quality, flexibility, time, and finances.

Based on the Balanced Scorecard idea, academics argue that the measuring of a company's performance is confined to internal and external criteria, such as sales and revenue growth, and the number of consumers and their perceptions. The suggested approach incorporates financial, operational, employee learning and growth, and customer satisfaction metrics. Therefore, experts concur that a comprehensive performance measurement should include both objective and subjective measures. Organizational performance consists of an organization's results or actual outputs, which can be assessed against the organization's intended outputs, goals, and objectives. Financial performance (return on investments, earnings, etc.), shareholder return (economic value added, total shareholders, etc.), and product/service market performance comprise the three aspects of organizational performance (market share, sales etc.) (Al Khajeh, 2018). Organizational performance consists of three distinct aspects of firm results:

- i. financial performance (profits, return on assets, return on investment, etc.);
- ii. product market performance (sales, market share, etc.); and
- iii. shareholder return (total shareholder return, economic value added, etc.).

In recent years, many organizations have attempted to manage organizational performance.

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DIMENSIONS OF ORGANIZATIONAL PERFORMANCE

Profitability: Profitability is the basic objective of all business undertakings, whether public or private. Without profitability, the company cannot thrive over the long term. Profitability is assessed by income and expenses, and is typically broken down into gross profit and net profit. As a marketing metric, gross profit refers to a company's profit. It is computed by subtracting the cost of sales from total sales (Barine, 2021). The net profit is an equally essential financial statistics for the marketing manager. It is synonymous with net income and reflects whether or not a company is still making a profit after all of its expenses have been deducted. The net profit margin is the marketing metric that represents the firm's ultimate profitability as a percentage, and it is useful for comparing one period to another or one company to another.

Market Share: A company's market share is the proportion of its total sales that corresponds to the size of the market it operates in. A company's market share is the proportion of an industry or market's total sales that it earns during a specific time period. Market share is determined by dividing the company's sales throughout the period by the total industry sales over the same time frame (Alabdullah, 2018). This indicator is utilized to provide an overview of a company's size in relation to its market and competitors. Gains in market share can allow a business to expand its operations and raise its profitability.

Employee Satisfaction: Job satisfaction is a pleasant or positive emotional state that results from a person's evaluation of their job or job experience. Thus, job satisfaction is the product of the interaction between cognition and affect, or in other words, thoughts and feelings. Additionally, job satisfaction is a combination of feelings a person has towards his or her employment. A person with high job satisfaction has positive feelings about the job, whereas a person with low job satisfaction has negative feelings toward the job. Thus, job satisfaction is the result of a person's general attitude toward their position (Extremera et al., 2018).

Measuring Performance in Federal Inland Revenue Service

Revenue is the heartbeat of every government and the prerequisite to any meaningful development, which is a sine qua non for modern civilization. Revenue is needed to plan, execute, maintain and finance all the enormous government expenditures and at all the levels of government. Revenue is generated by the government from both internal and external sources, internally, it is generated through taxation which has been accused of being dominated by oil revenue in Nigeria. Federal Inland Revenue Service (FIRS), the sole tax organ of the Federal Government of Nigeria given autonomy, and signed into law in 2007, with a mission to operate a transparent and efficient tax system. The following are the functions of FIRS;

- i. Optimizes tax revenue collection and generation,
- ii. Sustain voluntary compliance, by ensuring that every entity voluntarily makes appropriate and timely tax payment towards the development of the Nigerian state.
- iii. Increase the number of companies in the tax net. All these are aimed at enhancing the performance of the organization.

The performance of revenue authorities is widely measured by tax to GDP ratio and monetary value of tax revenue actually collected. The FIRS is funded or financed by a percentage of non-oil tax revenue collected as approved by the national assembly. Thus, premising the FIRS *commission* on revenue collected implies that tax revenue collected is a significant measurement metric of the FIRS. To this end, the FIRS has put in place some mandatory alliances to enhance its collection. This alliances include multinational oil companies, some telecommunication companies, MDAs who collect (or with-hold) taxes from third parties on behalf of the FIRS. Similarly, banks and other institutions have a mandate to provide the FIRS with financial information of its customers for tax purpose.

THEORETICAL REVIEW

The Resource Dependence Theory

Emerson proposed resource dependence theory in 1963, and Pfeffer and Salancik refined it in 1978 when they hypothesized that a company's control over risky resources will make other enterprises dependent on it. The idea contends, in essence, that businesses are frequently unable to provide themselves with all the necessary resources to remain competitive. Therefore, firms must engage in exchanges with other businesses in order to get the essential resources for survival. This typically makes a strategic alliance a viable form of inter-organizational structure that can reduce risks, hence facilitating access to highly desired resources. Resource dependence theory has emerged as a significant explanation for sustained business level performance by highlighting the firm's capacity to establish and maintain competitive advantage through gaining advantageous resource positions (Cho et al., 2019). A firm's competitive edge is the result of a strategy that makes use of its unique resources and skills. The application of this theory will highlight what parent corporations desire to control and how they prefer to control it. The resource dependency theory is founded on the premise that an organization, such as a corporation, must engage in transactions with other actors and organizations in its environment in order to acquire resources. Such transactions may be advantageous, but they may also

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generate undesirable dependencies. The organization's required resources may be sparse, not always easily accessible, or under the control of uncooperative players. The unequal interactions that ensue establish disparities in power, authority, and access to additional resources. To prevent such dependency, businesses create methods and internal structures to improve their bargaining position in resource-related transactions⁴⁹. These techniques include engaging in political activity, expanding the organization's production size, diversifying, and establishing connections with other organizations.

Dynamic Capability Theory

Dynamic capabilities are a company's capacity to methodically solve issues, identify threats and opportunities, make timely decisions, and adapt its resource base (Chen et al., 2021). The existing research on dynamic capacity theory is founded on evolutionary economics and a resource-based perspective. The resource base view views the firm as a collection of all resources, and the source of the firm's competitive advantage lies in the valuable, scarce, and irreducible resources that the firm possesses. However, the resource base view lacks insight into how the firm maintains its competitive advantage in a rapidly changing environment. Some scholars proposed that the dynamic capability of the firm, and they believed that the ability to establish and reconfigure the internal and external resources of the firm, as well as the integration of the firm, is the organization's source of competitive advantage in a turbulent and rapidly changing environment; thus, the dynamic capability theory is the supplement and sublimation of the resource-based view.

Empirical Review

Nwokocha & Madu, (2020) examined the impact of strategic alliances on the performance of small and medium-sized enterprises (SMEs) in Enugu State. The study utilized a quantitative methodology consisting of field observations, references to pertinent literature, and a questionnaire survey of 137 SMEs. Multiple linear regression was used to evaluate the data. The results demonstrated that the strategic collaboration resulted to an increase of 0.55 units in revenue growth, 0.58 units in market share growth, and 0.56 units in product success. This strategic alliance also led to a gain of 0.76 units in profit growth, 0.62 units in the number of employees, and 0.73 units in labour productivity at a degree of confidence of 0.05.

Ikechukwu (2020) assessed the impact of collaboration strategy on the performance of Small Businesses in Enugu State. Examine the impact of workforce diversity on the profitability of Small Business in Enugu State and assess the impact of communication on the quality of service provided by Small Business in Enugu State are the particular objectives. The findings indicated that Workforce diversity had positive effect on the profitability of Small Business in Enugu State $Z(95, n = 262) = 7.445 < 8.958, p > 0.05$. Communication had positive effect on the quality of service of Small Business in Enugu State $Z(95, n = 262) = 6.147 < 7.753, p > 0.05$.

In a study on strategic alliances and performance of food and beverage manufacturing companies in Kenya by Muteshi & Awino (2018), the authors gathered and analyzed data from 125 Large-Scale Food and Beverage Manufacturing Companies (FBMC) in Kenya for this study. The duration of the trial was three years. Using regression analysis, the paper examined the alternative hypothesis that strategic alliances have a significant impact on performance. There was found to be no correlation between strategic cooperation and performance. This shows that a company's success through strategic alliances is not as pronounced in a pure competitive sector, such as the agro-processing industry, as it is in monopolistic or duopolistic competition.

Muthoka et al., (2021) investigated the effect of firm-based motives on firm performance and targeted manufacturing SMEs in Kenya. The target population consisted of 74 SMEs with existing strategic alliances and was based in Nairobi City County. The survey findings showed that firm-based motives have a positive and significant effect on the performance of manufacturing SMEs in Kenya.

Nwokocha (2021) examined the effects of spatiality in the utilization of strategic alliance by SMEs in an emerging market economy such as Nigeria. A case study approach, survey research design and a questionnaire survey of 233 SMEs were adopted for the study. The result of the study showed that SMEs had three distribution patterns in cluster, regular and random distribution in the study. SMEs in these distribution patterns had a total mean score of 3.93, 3.58 and 3.05 as well as an average mean score of 2.00 in cost reduction, risk reduction, resource and knowledge accessibility in the use of strategic alliance

Methodology

This research work employed a descriptive research design. The target population for this study consists of selected senior staffs at the Federal Inland Revenue Service South West zone which is made up of thirty (30) FIRS offices from which the target and accessible population will be drawn. However, the respondents consist of top management personnel who are the only officers that will be responsible for strategic alliance. They include; senior managers, assistant directors, deputy directors, directors, coordinating directors and state coordinators.

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SN	Position	Number of Respondents
1	Senior Managers	120
2.	Assistant Directors	60
3.	Deputy Directors	60
4.	Directors	30
5.	Coordinating Directors	6
6.	State Coordinators	3
	Total	279

Presentation of Research Questions

Research Question 1: What is the level of FIRS STRATEGIC ALLIANCES with other Organizations and MDA'S

Table 1: Level of FIRS STRATEGIC ALLIANCES with other Organizations and MDA'S (N=279)

S/N	Items	SA (%)	A (%)	D (%)	SD (%)	M279	SD	Remark
1	FIRS, other Partner Organization (Local and International) and MDA's always exchange and respond to each other's communications in a timely and effective manner.	59 (21)	177 (63.6)	42 (15)	1 (0.4)	3.05	0.61	Agree (Good)
2	FIRS, other Partner Organization (Local and International) and MDA's seek each other's advice and counsel concerning the operation of the alliances.	17 (6.3)	192 (68.7)	70 (25)	0 (0)	2.81	0.53	Agree (Good)
3	FIRS, other Partner Organization (Local and International) and MDA's are jointly involved in alliance planning efforts	19 (6.7)	184 (66)	76 (27.3)	0 (0)	2.78	0.54	Agree (Good)
4	FIRS, other Partner Organization (Local and International) and MDA's participate in alliance goal setting together.	16 (5.6)	159 (57.2)	104 (37.2)	0 (0)	2.68	0.57	Agree (Good)
5	FIRS, other Partner Organization (Local and International) and MDA's are willing to dedicate whatever people and resources it takes to make this alliance a success.	15 (5.4)	185 (66.4)	74 (26.2)	5 (1.9)	2.75	0.58	Agree (Good)
6.	Decision-making processes regarding the effective use of alliance resources are well coordinated between FIRS, other Partner Organization (Local and International) and MDA's	22 (8)	257 (92)	0 (0)	0 (0)	3.08	0.27	Agree (Good)
7.	FIRS and other partner Tax (Alliance) Organizations, MDA's give a high priority to the joint implementation of coordinated strategies.	18 (6.3)	192 (68.7)	69 (25)	0 (0)	2.81	0.53	Agree (Good)

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8.	FIRS, other Partner Organization (Local and International) and MDA's effectively capitalize on alliance resources and our resources are well integrated with the partner's resources	14 (5)	186 (66.5)	79 (28.5)	0 (0)	2.77	0.53	Agree (Good)
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Weighted Mean = 2.84; S.D = 0.52; Overall Decision = Agree

KEY: SA = Strongly Agree (4), A = Agree (3), D = Disagree (2) and SD = Strongly Disagree (1); S.D = Standard Deviation

*****Threshold:** mean value of 0.000-1.499 = Strongly Disagree (Very Bad); 1.500-2.499 = Disagree (Bad); 2.500-3.499 = Agree (Good); 3.500 to 4.500 = Strongly Agree (Very Good)

Table 2 reveals that the level of strategic alliance of FIRS (**Weighted Mean = 2.84; S.D = 0.56**) is good

Research Question 2: Does strategic alliances affect the performance of the Federal Inland Revenue Service (FIRS)?

Table 2: Effect of strategic alliances on the performance of the Federal Inland Revenue Service (N=279)

S/N	Items	SA (%)	A (%)	D (%)	SD (%)	M	SD	Remark
1	Strategic Alliance improves effective and Unbiased Tax Assessment	14 (5.1)	246 (88.2)	19 (6.7)	0 (0)	2.98	0.34	Agree
2	Efficient Tax Revenue collection drive leading to increase in the Tax net	40 (14.6)	220 (78.7)	19 (6.7)	0 (0)	3.08	0.46	Agree
3	Effective Tax Monitoring and Enforcement	75 (27)	172 (61.8)	32 (11.2)	0 (0)	3.16	0.60	Agree
4	Prompt and up to date registration of taxable persons	19 (6.7)	243 (87.1)	17 (6.2)	0 (0)	3.00	0.36	Agree
5	Increased Voluntary Tax compliance by Tax Payers	14 (5.1)	201 (71.9)	64 (23)	0 (0)	2.82	0.50	Agree

Weighted Mean = 3.01; S.D = 0.45; Overall Decision = Agree (Good)

KEY: SA = Strongly Agree (4), A = Agree (3), D = Disagree (2) and SD = Strongly Disagree (1); S.D = Standard Deviation

*****Threshold:** mean value of 0.000-1.499 = Strongly Disagree (Very Bad); 1.500-2.499 = Disagree (Bad); 2.500-3.499 = Agree (Good); 3.500 to 4.500 = Strongly Agree (Very Good)

Table 2 generally revealed that the effect of strategic alliance on the performance of the Federal Inland Revenue Service (FIRS) both international, regional and national levels is good. (**Weighted Mean=3.01; S.D = 0.45**)

Research Hypotheses

H₀₁: There is no significant influence of strategic alliance on performance Federal Inland Revenue Service

Table 3: ANOVA Table for the Influence of Strategic Alliance on Performance of Federal Inland Revenue Service (FIRS)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2548.256	2	849.419	489.672	.000 ^b
	Residual	64.183	279	1.735		
	Total	2612.439	277			

a. Dependent Variable: FIRS Performance

b. Predictors: (Constant), Strategic Alliance

Source: SPSS Computation 23.0

F-value is significant at 0.05*

Table 7: Model Summary of Influence of Strategic Alliance on Performance of Federal Inland Revenue Service (FIRS)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.988 ^a	.975	.973	1.31707

a. Predictors: (Constant), Strategic Alliance

Source: SPSS Computation 23.0

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Table 4 and 5 shows the model summary and ANOVA of multiple regression analysis for Influence of Strategic Alliance on Performance Federal Inland Revenue Service (FIRS). The table shows that the F- value the p-value is 0.000 (F= 489.672, P<0.05) which is much less than 0.05 and highly significant since p-value (0.000< 0.05) at 95% confidence level. The F-test rejects the null hypothesis that states that the independent variable (Strategic Alliance) have no significant influence on Performance of Federal Inland Revenue Service (FIRS) and it can be concluded that there exists variation in Performance of Federal Inland Revenue Service (FIRS) due to strategic alliance. This suggests that strategic alliance significantly influences FIRS performance. The model summary on Table 5 shows the R² value of 0.975 which implies that 97.5% variation in FIRS performance (dependent variable) could be explained by the independent variables (strategic alliance). The remaining 2.5% is explained by other factors outside the model and the error term.

Table 6: Coefficients of Multiple Regression Analysis for the Influence of Strategic Alliance on Performance of Federal Inland Revenue Service (FIRS)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	2.390	13.826		.173	.000
Strategic Alliance	.917	.310	.217	2.959	.004

a. Dependent Variable: FIRS Performance

Table 6 shows the coefficients of multiple regression analysis for the influence of Influence of Strategic Alliance on Performance of Federal Inland Revenue Service (FIRS). The table reveals that the beta coefficient (β) and t- value for strategic alliance (Beta = .217; t = 2.959; Significance = .004). This result imply that strategic alliance explained the variance in FIRS performance and therefore needed in the model.

Similarly, the computed empirical value of F-test is 489.672 which is significant at $p=0.000$. It is therefore concluded that the F-test is statistically significant. The independents variable strategic alliance statistically and significantly predict the dependent variable (FIRS performance). This therefore **accomplished the** research aim "To investigate the influence of strategic alliance on the performance of Federal Inland Revenue Service (FIRS). Hence, the null hypothesis should be rejected because the test is statistically significant. Therefore, the whole regression is statistically significant.

DISCUSSION OF FINDINGS

Findings from research question one shows that the level of strategic alliance of FIRS with other organizations and MDA's in Nigeria is at a moderate good with a weighted Mean=2.84. Also, findings form research question 2 also shows that the effect of strategic alliance on the performance of the Federal Inland Revenue Service (FIRS) both international, regional and national levels is good Weighted Mean=3.01

Findings from hypothesis one (Ho1) revealed a significant influence of strategic alliance on FIRS performance (F= 489.672, P<0.00) which is much less than 0.05 and highly significant. Also, the beta coefficient (β) and t- value for strategic alliance (Beta = .217; t = 2.959; Significance = .004) is significant at $P>0.05$. This finding corroborates the findings of Talebi et al., 2017 which reported that there is a significant and positive relationship between the dimensions of strategic alliances with the performance of SMEs. Similarly, the findings is in line with a work by Emami et al., 2022 which also revealed that strategic alliances significantly and positively impact partners' performance in terms of financial, operational, and organizational effectiveness among small entrepreneurial firms in the telecommunication sector. The findings also supports the work of Nwokocha & Madu (2020) which reported that "strategic alliance cumulatively led to 0.55 unit increase in sales growth, 0.58 unit increase in growth in market share, and 0.56 unit increase in product success. It also led to 0.76 unit increase in growth in profit, 0.62 unit increase in the number of employees, and 0.73 unit increase in labor productivity".

CONCLUSION

The level of FIRS strategic mandatory alliances with other organizations and MDA's and the effect of these alliances on FIRS performance is good, as majority of the respondents agreed to the items in the questionnaire. Also, strategic alliance significantly influenced FIRS performance in this study.

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RECOMMENDATION

FIRS strategic alliances with other organizations and MDA's is good. Also, strategic alliance has a positive and significant influence on FIRS performance. It is therefore recommended that strategic mandatory alliances should be maintained, accorded more management attention and measures deployed to enhance the performance of all alliances.

Suggested Area of Further Studies

There is paucity in literature as regards the influence of strategic (mandatory) alliance on FIRS performance. More studies should be carried out this in area. Although this study used a descriptive survey research design, various kinds of designs can be used in other studies to provide a different kind of blueprint for arriving at the findings and conclusion of the study. Also, other government organizations can be looked into other than FIRS in order to assess the influence of strategic alliances.

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