MODERATING EFFECT OF AUDIT QUALITY ON AUDIT COMMITTEE CHARACTERISTICS, OWNERSHIP STRUCTURE AND PERFORMANCE OF LISTED CONSUMER GOODS COMPANIES IN NIGERIA

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ABSTRACT
This study examines the moderating effect of audit quality on the relationship between audit committee characteristics, ownership structure and performance of listed consumer goods companies in Nigeria. The study adopted ex-post facto and correlational research design and collected data using secondary method from published annual reports of the selected companies and the Nigerian Exchange Group. The population of this study was 21 listed consumer goods companies in Nigeria where 11 were considered as the sample size. The data gathered were analyzed using descriptive and inferential statistics such as multiple regression with the help of STATA version 14. The study found that audit committee meetings and audit committee size have a negative relationship with performance of consumer goods companies while block holders and institutional ownership have a positive relationship with performance. Whereas, the result of the moderating relationship revealed that audit quality moderate the relationship between audit committee meeting, audit committee size and block holders' ownership while no moderation was found on institutional ownership. It was recommended that additional shares should be allotted to institutional investors since they tend to guard against their investment. The study also recommends that regulatory bodies in Nigeria must put more effort on improving the effectiveness of corporate governance mechanisms with specific focus on the effect of concentrated ownership structure and audit quality.

Keywords: Audit Quality, Institutional Ownership, Block Holder Ownership, Audit Committee Size; Audit Committee Meeting, Firm Performance

INTRODUCTION
A company's performance is an essential component to every country's economic performance which become a source of concern for both

shareholders and management (Amneh, Amneh, Hussam, & Mahmoud 2021). Financial difficulties that many companies faced in recent years such as decline in earnings, loss of goodwill have contributed to the need for ethical/professional standards and controls to gain credibility in the financial accounts (Oluwatamilre, Kingsley, Tumininu, Faith, & Andrew, 2021). These deficiencies allegedly existed due to conflicts of interest, board inefficiency, inefficiency of external auditors, lack of audit committee independence and shortcomings in their governance structures (Adeyemo, 2012). More so, it has been observed that incidence of financial fraud gives a depraved image not only to the firm where the fraud occurred but also to the entire country (Osevwe-Okoroyibo & Emeka-Nwokeji, 2021). Such issues bring about lower investment from foreign and domestic investors, hindering the economic development of the country (Dakhlallh, Rashid, Abdullah & Dakhlallh, 2019).

The issue of audit committee characteristics, ownership structure and firm performance has attracted robust empirical discuss in accounting literature; this stems from the fact that there is contention that audit committee characteristics significantly improve firm performance of companies in Nigeria, and the world over. In the views of Ifeanyichukwu and Ohaka (2019); Chukwu and Nwabochi (2019); Abdul and Joel (2020), ownership structure and audit committee plays a vital role in financial reporting as they are saddled with the responsibility of monitoring management in order to avert tweaking of earnings and other accounting numbers. Interestingly, there is still a lacuna in accounting literature on whether audit committee characteristics and ownership structure affect firm performance. Studies in this area in Nigeria such as Yahaya, et al, (2020); Hassan et al (2023); James (2022); Kerim, James, Badara and David (2021) and Chukwu and Nwabochi (2019); have either investigated audit committee characteristics or ownership structure as stand-alone variables.

This study is an attempt to minimize the literature gap by looking into the characteristics of audit committee (audit committee size and meeting) and ownership structure (institutional ownership and block holder ownership) and their relationship with the performance of consumer goods companies in Nigeria. The study also explores the degree to which audit quality moderates the relationship between audit committee characteristics and ownership structure on the performance of consumer goods companies in Nigeria.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Audit Committee Size and Performance

As postulated by the agency theory, the management-shareholders conflict often leads to top management's decision to serve their own interests and not the shareholders, particularly when management opportunistic. Several studies were conducted on audit committee meeting. However, the findings were inconsistent where some studies in the context of the developed and developing economies (Awinbugri & Prince, 2019; Sattar, Javeed & Latief 2020; Ashari & Krismiaji, 2020; Zraiq & Fadzil, 2018; Habtoor 2022) all documented a positive relationship between audit committee size and firm performance.

Contrastingly, other studies evidenced a negative relationship between audit committee size and firm performance in both developed and developing economies (Aanu, et al 2014; Junaidu & Kabiru, 2022; Rifat, Mukarrom, & Ratan 2022; Ayman, 2022). Therefore, for further confirmation, this study proposes the following hypothesis for testing;

H_1: Audit committee size has significant positive effect on the performance of listed consumer goods companies in Nigeria.

Audit Committee Meeting and Performance

Al-Mamun (2014) was of the view that regular meetings of audit committee could help reduce agency problems and information asymmetry of a firm by providing fair and timely information to investors. If the audit committee is independent, and work of the committee fair, then frauds occurring in firms could be curbed (Yunos et al., 2014). More so, the numbers of audit committee meeting are considered to be an important attribute for their monitoring effectiveness. Such meeting could help ensure that the agency's problem is reduced and eliminate asymmetric information (Qeshtaa, Abu Alsoud, Hezabr, Ali, & Oudat, 2021). Some studies established positive and significant relationship while others established insignificant or negative relationship. For instance, Lamido, Ibrahim and Yahaya, (2023), analyse the impact of audit committee meeting on performance using panel data techniques. The study found that that audit committee meeting has significant effect on financial performance. Habtoor (2022), Rifat, Mukarrom, and Ratan (2022), Alzeban (2020) all documented that frequency of meeting is positively associated with firm performance. In contrast, Amanuddin and Ghazi (2022), Awad and Ghanem (2023) and Ayman (2022) found that audit committee meeting has a negative influence on firm's performance.

H_2: Audit committee meeting has positive influence on performance of listed consumer goods companies in Nigeria.

Institutional Ownership and Performance

Institutional ownership represented the essential part of external corporate governance. This type of ownership distinguishes itself from individuals by using financial analysis that motivates them to enhance financial performance (Amneh et, al 2021). Lin and Fu (2017) assert that institutional ownership works as a dynamic tool that helps firms to enhance their financial performance capabilities and sustainable success. Several studies were conducted on institutional ownership. However, the findings were inconsistent. Some studies established positive and significant relationship while others established insignificant or negative relationship. For instance, Amneh et al (2021) and Mayowa and Jude (2021) found a significant relationship between institutional ownership and financial performance. Aribaba et al, (2022), Gitundu, Kiprop, Kibet and Kisaka (2016) found a positive relationship between institutional ownership and financial performance. On the contrary, Hassan and Hassan (2023), Al-Matari et al. (2017) found a negative relationship between institutional ownership and financial performance.

H_3: Institutional ownership has significant positive effect on performance of listed consumer goods companies in Nigeria.

Block holder Ownership and Performance

The concentration of ownership is the percentage of shares held by top shareholders such as government, financial institutions, corporations, and individuals, or families. Percentage of shares held by top 5 shareholders is used as a proxy for concentrated ownership (Abdullah, Sarfraz, Qun, & Chaudhary, 2019). The relationship between ownership concentration and performance is influenced by two relatively conflicting problems. On the one hand, low levels of ownership concentration are associated with agency costs as managers must be monitored which negatively affects performance. On the other hand, highly concentrated ownership structures may induce controlling owners to pursue private benefits which also have a negative effect on performance (Machek, & Kubíček, 2018). Large shareholders have the advantage to play their role in the management of the firm, by this way agency problem can be resolved. Shareholders can get the necessary information in a concentrated ownership structure. This can be helpful for the efficient monitoring system. Due to efficient monitoring system performance of the firm will be increased (Abdullahi, et al, 2019). Ownership structure weather concentrated or dispersed can influence performance either positively or negatively.

Many studies have been conducted in Nigeria and other developed and developing economies as well on the issue of how concentrated ownership can influence performance. Mixed results are available in the present literature. According to some studies there exist a positive relationship but according to some researchers, a negative relationship exists between these variables. For example, Lepore et al. (2017) have argued that the concentration of ownership will enhance a firm’s performance, especially in countries with inadequate protection of the investors; similarly, Neeraj et al. (2022) and Adamu and Haruna (2020) found the largest shareholders impact performance positively by analyzing ownership concentration and performance in India and Nigeria respectively. Aboud and Diab (2022) found positive and significant relationship between concentrated ownership and firm's performance. More so, Balsmeier and Czarnitzki (2017) examine the relationship between ownership concentration and firm performance in the context of institutional environments in 28 Central and Eastern European transition countries and found an inverted U-shaped relation for non-EU and less developed countries. Contrary, Muhammad et al. (2019), and Aribaba et al (2022) found a negative association between concentration ownership and financial performance.

H_4: There is significant positive relationship between Block holders' ownership and performance of listed consumer goods companies in Nigeria.

Audit Committee as a Moderator

The various changes in accounting, financial reporting and auditing were all designed to provide protection to investors (Ogbodo & Akabuogu, 2018). This is being achieved by imposing a duty of accountability upon the managers of a company. More precisely, the role of auditing is to reduce information asymmetry on accounting numbers, and to minimize the residual loss resulting from managers' opportunism in financial reporting (Ogbodo & Akabuogu 2018). Audit quality is a crucial instrument for ensuring transparency and accountability in both public and public sector (Sattar et al, 2020). Study conducted by Ahmad, Suhara and Ilyas (2016) add that audit quality is related to the quality and effort of the auditor to identify material misstatement in the financial statements. More so, the quality of audit reports is a basic requirement to enhance the credibility of financial statements within the stakeholders to reduce investors risk in the organization. Therefore, it is a basic ingredient in enhancing the credibility of financial statements to users of accounting information by providing an independent verification of financial reports presented by management (Orbunde, Oyewobi, & Musa 2021).

Oroud, Almashaqbeh, Ahmahadin, and Hashem (2022) investigate how audit quality moderates the effect of financial performance indicators on the stock returns of Amman stock exchange listed firms (ASE). The analysis demonstrates a significant inverse relationship between companies' book value and stock returns. The result indicates a negative relationship between cash flow, dividend, and stock return. The empirical results confirm the moderating effects of audit quality in the relationship between Financial Performance and stock returns. Similarly, Sattar et al. (2020) examined the role of the product market competition (PMC) in the relationship between Accounting Quality (AQ) and Financial Performance (FP). Findings reveal that FP of firm was enhanced with quality of the audit, the AQ significantly and positively affected the financial performance. Similarly, Al-Matari and Saif, (2017) examines the moderating impact of audit quality on the ownership concentration, managerial ownership-firm performance relationship. Most importantly, this study revealed that the ownership concentration has a positive and significant effect on ROA. In the same path, the managerial ownership has a positive but insignificant association with ROA. Moreover, the study failed to find a moderating effect of the audit quality on the relationship between ownership concentration and managerial ownership, and firm performance of Omani companies.

Therefore, this study expects that audit quality enhances audit committee characteristics and ownership structure to improved performance and therefore, the study proposes the following hypotheses for testing:

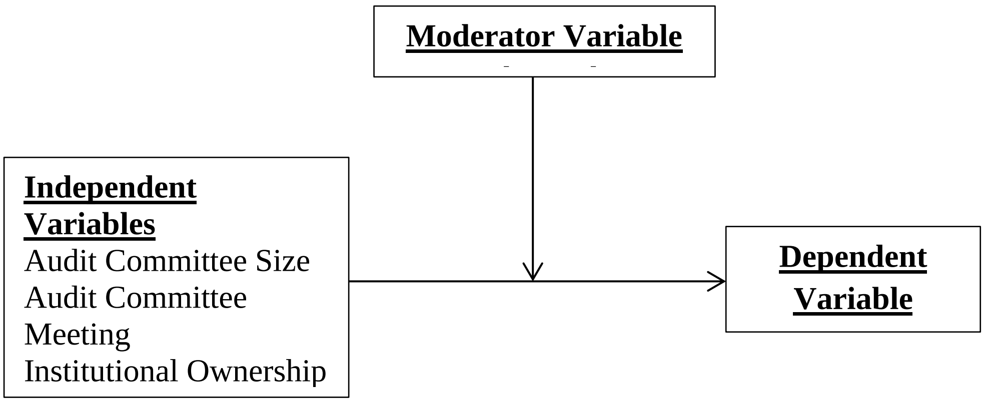
H_5: Audit quality significantly moderates the relationship between audit committee meeting and performance of listed consumer goods companies in Nigeria

H_6: Audit quality significantly moderates the relationship between audit committee size and performance of listed consumer goods companies in Nigeria

H_7: Audit quality significantly moderates the relationship between block holder ownership and performance of listed consumer goods companies in Nigeria

H_8: Audit quality significantly moderates the relationship between institutional ownership and performance of listed consumer goods companies in Nigeria.

Figure 1: Conceptual Framework



METHODOLOGY

This work is correlation research that links audit quality, audit committee characteristics, ownership structure and performance. The study consists of all the 21 listed consumer goods companies that are active on the Nigerian Exchange Group as at 31st December, 2021 and whose data for the period of study, which is 2012-2021 are available. Thus, we have 110 firm-year observations. Secondary source of data was used to extract information from the annual report and accounts of selected firms between the period been studied. Multiple linear regression was used as a technique of data analysis.

The justification for this technique was that it has the ability to test the statistical association between two or more variables and allows for the prediction of the expected outcome.

Table 1: Variable and Measurement

Variables	Proxy	Measurement	Source
Performance	Tobin's Q (TQ)	Market value of a company divided by Equity book value	Rhodes & Ghamdi (2015)
Audit Committee	Audit Committee Meeting (ACM)	Total number of meetings held by Audit Committee members in a year	Qeshtaa et al (2020)
	Audit Committee Size (ACS)	Total Numbers of Audit committee members	Ashari & Krismiaji, (2020)
Ownership	Block ownership (BLO)	% of block ownership	Aminu, et al (2018)
	Institutional Ownership (INO)	% of Institutional shareholdings	Hassan & Hassan (2023),
Audit Quality	AUQ (Big 4: KPMG, PWC, Ernst and Young, Akintola Williams Delloitte)	Dummy variable 1 if auditing by big 4 and 0 others.	Al-Matari & Saif, (2017)
Firm Size	Firm size (Fsize)	Natural log of total asset	Abdullah et al (2019)
Leverage	Leverage (Lev)	Ratio of total debt to total assets	Abdullah et al (2019)

The equation below forms the models of the study using panel multiple regression. This equation is represented as follows:

$TQ_{it} = \alpha+\beta_1 ACMit+\beta_2 ACSit+\beta_3 BLOit+\beta_4 INOit+\beta_5 SIZEit+\beta_6 LEV_{it}+ \varepsilon_{it}$ ………… (1)

$TQ_{it}=\alpha+\beta_1(ACM_{it}*AUQ_{it})+\beta_2(ACS_{it}*AUQ_{it})+\beta_3(BLO_{it}*AUQ_{it})+\beta_4(INO_{it}*AUQ_{it})+\beta_5(Fsize_{it}*AUQ_{it})+ \beta_6(LEV_{it}+*AUQ_{it})+\varepsilon_{it}$……………………………………………………………(2)

Where:

TQ = Tobin's Q

ACM = Audit Committee Meeting

ACS = Audit Committee size

BLO = Block holders Ownership

INO = Institutional Ownership
AUQ= Audit Quality
SIZE = Firm size
LEV = Leverage
$\beta 1 - \beta 7$= Coefficient of explanatory variables
βo= Constant or Intercept
μ = Error Term

RESULTS AND DISCUSSION

This section presents the findings and discussion of the results of the study. Results from the descriptive statistics and regression result of all the variables are presented and discussed. Finally, the section closes with the implication of finding.

Table 2: Descriptive Statistics

Variables	Obs	Mean	Std. Dev	Min	Max
TQ	110	0.317	1.961	0.000	2.540
INO	110	0.997	0.368	0.003	5.43
BLO	110	63.954	13.677	20	86
ACM	110	3.954	0.580	2	5
ACS	110	6.045	0.808	4	9
AUG	110	0.645	0.480	0	1
LEV	110	58.921	13.432	4.28	88.1
FSIZE	110	7.921	0.434	7	8.68

Source: STATA output

TQ recorded a minimum value of 0 and a maximum value of 2.540 with a mean value of 0.317 which is lower than one implying that majority of the listed consumer goods companies booked assets are worth more than their market value. Hence, this also means that the market undervalues the companies. This also implies that potential buyers might consider buying the companies rather than starting their own identical business. The mean value for institutional ownership was 0.99 which shows that on average the value of institutional ownership among the firms was 0.99%. The standard deviation proves that the mean value recorded was the true average for the firms. The mean value for block holder ownership was 63.95 which show that on average the value of institutional ownership among the firms was 63.95%. The average number of meetings held by the committee was about three (3) times, implying that, most of the committee sat not less than three times in a year. Audit committee size showed a mean value of 6.045, implying that on average; most of the firms comply with the minimum value of six. The mean value for audit quality was 64.5 which show that on average, about 64.5% of consumer goods companies under this study are audited by the big 4 audit firms.

Table 3: Robustness Test

Test	Values
Mean VIF	1.23
Heteroskedasticity test	15.11
Prob	0.000
Hausman Chi2	5.08
Prob	0.533

Multicollinearity test result shows that the variance inflation factor (VIF) is less than 5 and mean VIF is less than 1, which indicate absence of multicollinearity. The Breusch-Pagan/Cook-Weisberg test for heteroskedasticity in the first model reveals the chi-square probability of 0.0001, significant at 1% level. This indicates the presence of heteroskedasticity in the data. This was later corrected through the OLS robust test. Robust estimation should be considered when there is a strong suspicion of heteroskedasticity or where it exists.

Table 4: Summary of Regression Results

Independent Variables	Estimates (and t-ratios) OLS Robust
ACM	-2.496 (0.152)
ACS	-3.228 (0.020)**
BLO	0.0119 (0.848)
INO	0.726 (0.097)***
SIZE	3.134 (0.019)**
LEV	0.081 (0.334)
CONSTANT	33.793 (0.030)**
R^2	0.1185
F	2.0
Prob	0.002*

Significance at 1% (*), 5% (**) and 10% (***)

Audit Committee Meeting and Performance

The audit committee meeting shows a coefficient value of -2.496 with an insignificant value at all level of significance. This means that audit committee meeting (ACM) is negatively, insignificantly influencing performance of listed consumer goods companies in Nigeria. It connotes that when there is an increase in audit committee meeting by one, the performance of listed consumer goods companies will decrease by -2.49. This implies that when meetings are held and quality decisions are not taken or implemented, it will not have any positive effect on performance irrespective of the number of meetings held. This finding is in line with those of Amanuddin and Ghazi (2022), Awad and Ghanem (2023) and Ayman (2022) but contrary to those of Rifat, et al (2022), Alzeban (2020). Therefore, hypothesis one which state that there is a positive relationship between audit committee meeting and performance of listed consumer goods companies in Nigeria is rejected.

Audit Committee Size and Performance

The audit committee size shows a coefficient value of -3.228 with significant value of 0.020. This means that audit committee size (ACS) is negative and significant on the performance of listed consumer goods companies in Nigeria. It connotes that when there is an increase in audit committee size by one, the performance of listed consumer goods companies will decrease by 3.228. This implies that too large audit committee suffers from process losses and diffusion of responsibility. Also, it means that a larger audit committee may only result in more burden to the companies thereby decreasing their profitability. This finding is in line with those of Junaidu and Kabiru (2022), Kipkoech (2016), but contrary to those of Zraiq et al (2018), Awinbugri and Prince, (2019), Sattar et al, (2020) and Ashari and Krismiaji, (2020). Thus, this result provides the basis to reject hypothesis two which state that there is a positive relationship between audit committee size and performance of listed consumer goods companies in Nigeria.

Block holder ownership and Performance

From the Table 4.6, it was observed that the coefficient value of block holder ownership is 0.0119 which is not significant at all level of significance (P=0.848). This signifies that block holder ownership is positive but is not significant in influencing the performance of listed consumer goods companies in Nigeria. This also implies that for every one percent increase (1%) in block holder ownership, the financial performance of listed consumer goods companies in Nigeria will not significantly increase. The result also implies that large shareholders in the form of top ten ownership may have interests different from other shareholders and might be adamant to acting in their interest at the expense of other shareholders. Thus, they can reduce firms' performance by diverting firms' resources for their private benefits. This finding is in line with that of Abdullahi, et al, (2019) and Al-Matari et al, (2017), Lepore et al. (2017) But contrary to those of Aribaba et al (2020), Aminu et al, (2018) and Aboud and Diab (2022). Therefore, hypothesis three which state that there is a positive relationship between Block holders' ownership and financial of listed consumer goods companies in Nigeria is accepted.

Institutional Ownership and Performance

The regression results revealed that Institutional ownership as depicted in Table 4.6 have a coefficient value of 0.726 with significance value of 0.097 which is significant. This indicates that institutional ownership has positive and significantly impacted on the performance of listed consumer goods companies in Nigeria. The result shows that, for every one-point increase in the institutional ownership of the companies, the performance of the listed consumer goods companies in Nigeria will increase by 0.726 This may be as a result of the fact that institutions are large investors, who are knowledgeable, powerful and more sophisticated than individual investors with relevant expertise and experience to monitor management. Also, their investing decisions tend to carry a great deal of weight than smaller investors, many of whom scrutinize the activities of the managers in a bid to protect their huge amount of investment. In addition, institutions wield tremendous influence in other matters as well, since these major organizations are often company's largest shareholders, they are not shy about offering suggestions or opinions from time to time. This finding is in line with the study Amneh et al (2021), Aribaba et al, (2022), Gitundu, et al, (2016) but contrary to those of Hassan and Hassan (2023), and Al-Matari et al. (2017). This result provides the basis to accept hypothesis four which state that there is a positive relationship between institutional ownership and performance of listed consumer goods companies in Nigeria.

Table 5: Regression Result with Moderator

Variables	Coef	T-Value	P-value
CONS	27.494	0.71	0.478
ACM*AUQ	4.259	1.16	0.050
ACS*AUQ	3.002	0.77	0.003
BLO*AUQ	0.548	2.55	0.012
INO*AUQ	-8.784	-0.93	0.356
LEV	-0.201	-1.46	0.147
SIZE	-0.565	-0.10	0.923
Observation	110		
Adjusted R^2	0.1778		
F Statistics	0.0019		

Source: STATA output

Moderating Effect of Audit Quality on Audit Committee Meeting and Performance

The regression result for the moderating effect of audit quality on audit committee meeting and performance is presented in table 4.7. The regression result indicates a significant positive coefficient value of 4.259 (t = 1.16, p= 0.050). It should be recalled that the regression result for the direct effect of audit committee meeting and performance as presented in table 4.6 produced a negative insignificant coefficient of -2.496 (P= 0.152). Based on this evidence, audit quality is found to have a moderating impact on the association between audit committee meeting and performance. Accordingly, hypothesis H_5 is supported.

Moderating Effect of Audit Quality on Audit Committee Size and Performance

The regression result from as depicted in table 4.7 reveals that audit quality has the interactive power to influence the relationship between audit committee size and performance. The regression result for the moderating effect of audit quality shows a significant positive coefficient value of 3.002 (P= 0.003). It should be recalled that the regression result for the direct effect of audit committee size and performance as presented in table 4.6 produced a negative insignificant coefficient of -3.228 (P= 0.020). Based on this evidence, audit quality is found to have a moderating impact on the association between audit committee size and performance. Accordingly, hypothesis H_6 is supported.

Moderating Effect of Audit Quality on Block holders' ownership and Performance

The result of the interactive effect of audit quality on block holder ownership and performance as presented in Table 4.7. The regression output in the direct effect model as presented in table 4.6 indicates a significant positive coefficient value 0.0119 (P= 0.848). However, with the integration of the interaction term into the model as shown in Table 4.7, the coefficient value turns out to be positive with a coefficient of 0.548 (P= 0.012). This result therefore confirms the moderating effect of audit committee on the association between block holder ownership and performance. Accordingly, hypothesis H_7 is supported. This suggests that the integration of audit quality especially by the big 4 audit firms and block holders' ownership will improve the performance of listed consumer goods companies. This study is however contrary with that of Al-Matari et al, (2017) who found no moderating effect of audit quality on the relationship between block holders' ownership, and firm's performance.

Moderating Effect of Audit Quality on Institutional ownership and Performance

The result of the interactive effect of audit quality on institutional ownership and performance as presented in Table 4.7. The regression output in the direct effect model as presented in table 4.6 indicates a significant positive coefficient value 0.726 (P= 0.0.097). However, with the integration of the interaction term into the model as shown in Table 4.7, the coefficient value turns out to be negative and insignificant at all level of significance (coef=0.548, P= 0.356). This result therefore does not confirm the moderating effect of audit committee on the association between institutional ownership and performance. Accordingly, hypothesis H_8 is not supported. This study is however contrary to Bushee, Carter and Gerakos (2014) who argued that institutional ownership plays a vital role in strengthening CG practices. They have clear incentives and the power to track efficiently and compel managers to maximize the interests of shareholders.

CONCLUSION AND RECOMMENDATIONS

This study examines the association between two aspects of audit committee characteristics and two aspects of ownership structure, audit quality and performance of listed consumer goods companies in Nigeria. Consequently, based on the findings of the study the following conclusions are drawn.

i. The positive influence of block holders' ownership and institutional ownership indicates that the variable increases the financial performance of the firms significantly. Therefore, it can be concluded those variables have impacted on performance of listed consumer goods companies in Nigeria.
ii. The negative impact of audit committee meetings and audit committee size on performance is an indication that firms with a higher number of meetings held and the size of the audit committee may not necessarily influence their performance.
iii. More so, the study concludes that combining the holdings of audit quality, audit committee meeting, audit committee size and block holders' ownership plays a prominent role in increasing the performance of consumer goods companies in Nigeria.
iv. Finally, the study concludes that audit committee characteristics, ownership structure has significantly impacted on the performance of listed consumer goods companies in Nigeria within the study period.

In line with the findings and Conclusion of the study, the following recommendations are proffered

i. The inability of audit committee size to enhance performance may be as a result of the problem of one size fits all. This ability of board members to take a quality decision and perform proper monitoring is more important than just their numbers; emphasis should be laid by Securities and Exchange Commission on quality of time spent by the board members in deliberation rather than their numbers.
ii. The audit committee is expected to meet at least four times in a year implying that they could meet beyond four times a year. From the findings of the study, the quality of time and decisions taken during meetings should be more of emphasis by the management rather than the number of times the committee should meet in a year.
iii. Additional shares should be allotted to institutional investors since they tend to guard against their investment. At least, the institutional investors should be allowed to control 30% of the shares in listed consumer goods companies' firms in Nigeria.
iv. Furthermore, given that firm performance is not significantly driven by block holders' ownership in listed consumer goods firms in

Nigeria. The effort to set up corporate governance mechanisms, should not undervalue the role of block holder ownership. Therefore, regulatory bodies in Nigeria must put more effort on improving the effectiveness of corporate governance mechanisms with specific focus on the effect of concentrated ownership structure.

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