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TABLE OF CONTENTS

BOOK REVIEW:BOOK TITLE: RISK MANAGEMENT IN THE GLOBAL SUPPLY CHAIN

REVIEWER: ALEXANDER FRANCO, PHD 7

THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT IN UGANDAN UNIVERSITIES: A CASE OF CAVENDISH UNIVERSITY UGANDA

Dr. Alice Wabule -Sylvia Atoko Ph.D. , -ABAH, Emmanuel Ojogwu Ph.D. & -DR Ologunowa Christopher Sunday 11

FACTORS CONFRONTING INVESTORS IN ECOTOURISM ENTERPRISES IN OGUN STATE

MUHAMMED SHITTU LAWAL..... 35

SERVICE QUALITY AND CUSTOMER PATRONAGE OF BANKS IN BENUE STATE OF NIGERIA

DR. DENNIS AYAGA 81

DEVIANCE AS ASOCIAL PROBLEM IN NIGERIA AND ITS PANACEA

ONOJA, SUNDAY OGBU 93

THE NEED FOR EFFECTIVE CITIZENSHIP EDUCATION AND NATIONAL DEVELOPMENT

ONOJA, SUNDAY OGBU & OGWUCHE, KENNETH 107

EFFECT OF TQM PRACTICE ON THE FINANCIAL PERFORMANCE OF SMEs IN NIGERIA

SULE, JA'AFARU GARBA..... 121

TQM PRACTICES AND CUSTOMER SATISFACTION AMONG SMALL AND MEDIUM-SCALE ENTERPRISES IN NIGERIA: AN EMPIRICAL INVESTIGATION

SULE, JA'AFARU GARBA..... 141

ENTREPRENEURSHIP AND EFFECTIVE TIME MANAGEMENT: A ROUTE TO SUCCESSFUL VENTURE

-DR OLOGUNOWA, CHRISTOPHER SUNDAY , OSUNYIKANMI, PIUS OLAKUNLE & ITODO, C. I..... 170

BOOK REVIEW
BOOK TITLE: RISK MANAGEMENT IN THE GLOBAL SUPPLY CHAIN BY THOMAS A. COOK

REVIEWER: ALEXANDER FRANCO, PHD[1]

As supply chain management has taken on more importance in the business world, there has been a plethora of books written to facilitate professional management of logistics. The past five years has seen many works that have focused on more efficient or lean managerial strategies while others have concentrated on the challenges

of green logistics and sustainability. Still others have been industry-specific in their examination regarding areas such as food networks, pharmaceuticals, chemicals, clothing supply, and even commercial aerospace.

However, very few have focused on logistical concerns regarding risk management.

The author of this work approaches the challenge of risks through a comprehensive model which he refers to as "enterprise risk management" (ERM) (p. 4). This strategic business discipline begins by examining the full spectrum of risks – not just losses to inventory – but also strategic, financial, and operational risks. It then calls for the development of a company-specific interrelated risk portfolio that targets a company's internal and external environments and issues relating to suppliers, carriers, customs clearance, and inventory storage as well as financial concerns such as declining revenue, loss of market share, and the deterioration of a company's brand or reputation.

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ERM is an all-encompassing approach which the author describes as akin to practicing defensive driving of a vehicle. "You are focused on the road ahead, but you are looking at the side and rear view mirrors…[while] viewing the dashboard and seeing how the engine is performing" (p. 8). This multi-focused orientation has management assessing issues that are often intertwined in the causes of problems as well as in their resolutions.

The ones examined in the book included property loss, receivable management, political risk, insurance, security (including terrorism), technology and cyber issues, personnel conflict, contract management, and bribery issues (e.g., dealing with the Foreign Corrupt Practices Act of 1977 – an American legislation), as well as geophysical and environmental issues.

The author, with thirty-five years of experience in business and logistics, provides a dozen mini-case studies to illustrate key points involving different industries. He also provides illustrations of important documents involved in various processes. Seven pages are also devoted to an area that is often ignored in risk management

discussions: the risks involved in reputation branding and marketing. Cultural considerations are also examined.

In the final chapter of the book, the author integrates and synthesizes all the information he presented in the previous chapters into a comprehensive best practice strategy to deal with global supply chain risk management. This strategy is presented in the form of a ten-step master plan that is outlined and discussed in ten pages of the book. Following the last chapter, the author included eight comprehensive appendices. The first four provide valuable glossaries on general business terms, contractual terms, international trade terms, and business acronyms. Other appendices deal with concerns such cybersecurity, conflict minerals, and customs considerations as well as relative documents involving these issues.

The examination of risk is vital within the field of supply chain management. This work provides a valuable addition to this effort. The author, who has penned nineteen books, is a very effective communicator. His writing is straight forward and clearly explains a wide range of material without excessive technical jargon. Much of this may be due to the decades of experience he acquired in the real word of business – always a plus for any academician in a business school. For these reasons, this book can be understood by managers and business professionals as well as curious laymen. In addition, it is written in a way to teach and is, therefore, suitable for undergraduate and graduate business courses.

THE RELATIONSHIP BETWEEN STRATEGIC MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT IN UGANDAN UNIVERSITIES: A CASE OF CAVENDISH UNIVERSITY UGANDA

DR. ALICE WABULE[2] -SYLVIA ATOKO PH.D[3]. , -ABAH, EMMANUEL OJOGWU PH.D[4]. & -DR OLOGUNOWA CHRISTOPHER SUNDAY[5]

Abstract

S*trategic management is the process by which organizations try to determine what needs to be done to achieve corporate objectives and more importantly, how these objectives are to be met. Ideally, it is a process by which senior management examines the organization and the environment in which it operates and attempts to establish an appropriate and optimal fit between the two to ensure the organization's success. This article touches on the role of strategic management in organizational development in Cavendish University Uganda with particular emphasis on components of strategic management, benefits of good strategic management and strategic process. The paper adopts descriptive research method and employs secondary method of data collection. The paper reveals that many organizations including CUU do analyze the environment in which they operate. It was however so observed that some organizations do partially work towards achieving their corporate mission and its objectives. The paper recommends among others the need for every organization to carryout environmental analysis. It was also recommended that every organization should review their way of operation every year.*

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Key words: Strategic Management, Organizational Productivity and Cavendish University, Kampala Uganda

Background to the Study

The competitive business environment has resulted into complexity and sophistication of business decision-making which requires strategic management. Managing various and multi-faceted internal activities is only part of the modern executive‘s responsibilities. The firm‘s immediate external environment poses a second set of challenging factors. To deal effectively with all that affects the ability of a company to grow profitably, executives design strategic management processes they feel will facilitate the optimal positioning of the firm in its competitive environment. Strategic processes allow more accurate anticipation of environmental changes and improved preparedness for reacting to unexpected internal and competitive demands. Hence, the discontinuous and turbulent nature of business environment makes it important for organizations to adopt strategic management practices in order to be at alert to environmental changes (Olanipekun et al. 2015). The fact that universities are service-oriented requires them to make different planning in their strategic planning than business enterprises do (Birinci & Eren 2013). According to Olanipekun et al. (2015), strategic management is the process of specifying the organization‘s mission, vision and objectives, developing policies and plans, often in terms of projects and programmes, which are designed to achieve these objectives and then allocating resources to implement the policies and plans, projects and programmes. Historically strategic management and organizational development was concerned with helping companies which were threatened with obsolescence to plan their way into new business opportunities. The concept of strategic management was developed in the

midst of difficult economic meltdown and fast changing environment. Over the years much of the empirical research in the strategic management was centered on identifying which set of strategies would enable business firms to achieve economic success. A significant number of recent investigations suggest that an efficient and effective strategic management system can increase profitability. More recent empirical evidence indicates that on the average, companies that plan outperform those that do not (Garad, et al. 2015). According to Agwu (2018), it is not only important for all businesses to understand why they are in business but also to put in place an attainable strategic plan to improve their business performances. This is because strategy is a source of sustainable competitive advantage and in recent years, large enterprises have adopted various strategic management practices to guarantee their fit within the constraints of their environment. Strategic management can depend upon the size of an organization, and the proclivity to change of its business environment. Therefore, a global transnational organization may employ a more structured strategic management model, due to its size, scope of operations, and need to encompass stakeholder views and requirement (Muogbo, 2013). This paper focuses on the relationship between Strategic Management and Organizational Development in Ugandan Universities, with emphasis on Cavendish University in Uganda. Section one of this paper discusses the background to the study and a brief history of Cavendish University. Section two discusses the empirical evidence of the research study together with the theoretical and conceptual framework. Section three highlights on the research methodology used for the study. Section four elaborates on the findings of the research study. Section five outlines the conclusions and recommendations for further research studies.

Brief History of Cavendish University Uganda

Cavendish University Uganda has its origins in the UK. In 1985, there was founded the London International Education Foundation (LIEF) to spearhead British education and training at higher education level. Cavendish University Uganda (CUU) is a leading Private University in Uganda which is licensed and accredited by the Uganda National Council for Higher Education, and was established in 2008. The student-centric academic model of CUU deploys global best practices in teaching and learning and is aimed at fulfilling the Mission of CUU which is to transform students into responsible, educated, employable and entrepreneurial citizens (REEE). CUU offers market-relevant and accredited academic programs which are hosted in its four Faculties of Law, Science & Technology, Business & Management, and Socio–Economic Sciences. There is also a School of Postgraduate Studies & Research. Learning at CUU is innovative, student-centric, participatory, active and practical. A technology platform is deployed to support blended learning, projects, case studies, distance learning, and other forms of effective and active learning. CUU has a large student population hailing from over 15 different countries. More than 5,000 students have graduated from CUU in many different disciplines at certificate, diploma, bachelor`s and master`s levels since its inception. The mission of the university is to provide accessible, high quality, research-driven education that transforms students into responsible, educated, employable, entrepreneurial citizens. The vision of CUU is to be a model university in Africa that delivers a transformative, market-relevant quality education.

Statement of the Problem

This research examines empirically and illustrates the relationship between Strategic Management and Organizational Development in Ugandan Universities has not been exhaustively pursued. The literature reviewed, though diversified in context and content, has mainly focused on manufacturing firms and SMEs. For instance, Agwu, M. (2018), Garad, et al. (2015), Olanipekun et al. (2015), and Muogbo (2013) all found a significant relationship between strategic management and organizational development. Consequently, there was very little effort in the comprehensive literature reviewed, to illustrate the relationship between strategic management and organizational development in Ugandan universities, which is the theme of this research study hence indicating insufficient knowledge on the same. The research output that seems to dominate the literature is on the relationship between strategic management and organizational development in manufacturing firms and SMEs. There is therefore insufficient knowledge regarding the relationship between strategic management and organizational development in Ugandan universities. Hence, this is the gap in knowledge which this study intends to fill. This study has therefore made an effort to establish the relationship between strategic management and organizational development in Ugandan universities focusing on Cavendish University.

Methodology

The study adopts descriptive research method and employs secondary method of data collection. Also, in order to ascertain the authenticity of the data collection and analysis, questionnaire and interview guides were designed to elicit information for this study.

Empirical Review

Agwu, (2018) explored the extent to which the adoption of strategic management practices among SMEs in Nigeria had increased their transaction volumes, number of customers, market shares and consequently their business performances. SME's competitive advantage and business strategies were found to contribute significantly to increase in their number of customers and market shares respectively. However, the result indicated that organizational structure had positive influence on SMEs' transaction volumes but not significant. Garad, et al. (2015) sought to investigate the relationship between strategic management and organizational performance in Mogadishu. The findings revealed a positive relationship between strategic management and organizational performance. The researchers concluded that organizations should provide good strategic management to their organizations that will improve performance of employees. Olanipekun et al. (2015) examined the impact of strategic management on competitive advantage and organization performance in Nigerian bottling company. The findings revealed that indeed the adoption and implementation of strategic management practices makes the organization not only to be proactive to changes but also initiate positive changes that consequently leads to competitive advantage and sustainable performance. It was recommended that organizations should continuously maintain, sustain and improve strategic management practices since it is an indispensable tool for business organization performance. Muogbo (2013) investigated the impact of strategic management on organizational growth and development of selected manufacturing firms in Anambra state. The results from the analysis indicated that strategic management is not common among the manufacturing firms in Anambra state. The study concluded that though strategic management is not yet a common business practice among

manufacturing firms in Anambra State, it has been identified as veritable tool for improving the competitiveness, performance levels, and structural development of manufacturing firms in Anambra State in particular and Nigeria in general. The research further recommended that entrepreneurial centres and business schools in Nigeria should incorporate strategic management principles into their curricular. Birinci and Eren (2013) analysed the effects of strategic management practices on the performance of the universities in Turkey. The research investigated whether strategic management processes were implemented in universities in Turkey or to what extent they were implemented and the effects of these processes on the performance of the universities tested by means of a model which was developed. It was concluded that the universities operating in Turkey did not closely follow the changes and developments mainly about higher education in Turkey and in the world and that they did not pay enough attention to the competitive conditions and use strategic management practice adequately.

Conceptual Review

In this section, the following conceptual issues will be the focus of our discussion namely**:**

The components of Strategic Management, the benefits of strategic management, and Strategic management process. Consequently, the analysis of findings, conclusions and recommendations of the study will be juxtaposed against the background of these essential components presented here-under:

The Components of Strategic Management

Strategic Management has five critical components. (Thompson and Strickland, 1987)

1. Defining the organizations business and developing a strategic mission as a basis for establishing what the organization does and doesn‘t do and where it is headed.

2. Establishing strategic objectives and performance targets.

3. Formulating a strategy to achieve the strategic objectives and targeted results.

4. Implementing and executing the chosen strategic plan.

5. Evaluating strategic performance and making corrective adjustments in strategy and/or how it is being implemented in light of actual experience, changing conditions and new ideas and opportunities.

1**. Defining the Business:** A basic direction-setting question facing the senior managers of any enterprise is-what is our business and what will it be? Addressing this question thoughtfully compels executives to think through the scope and mix of organizational activities to reflect on what kind of organization they are presently trying to create, to consider what markets they believe the organization should be in, and to be specific about which needs of which buyers to serve. The answers that managers settle upon say a lot about the organization character, identity and direction. Defining the business as it is new and will be later is a necessary first step in establishing a meaningful direction and developmental path for the organization. Management‘s view of what the organization seeks to do and to become over the long-term is the organization‘s strategic mission. It broadly charts the future course of the organization. Since decision about long-term direction fall squarely upon the shoulders of senior officers, the strategic mission nearly always reflects the personal vision and thinking of top-level managers, especially that of the chief executive officer (Stephen, 2007).

2. **Establishing strategic objectives**: Specific performance targets are needed in all areas affecting the survival and success of an enterprise and they are needed at all levels of management. From the corporate level and deep into the organization‘s structure, the act of establishing formal objectives not only converts the directions an organization is headed into specific performance targets to be achieved but also guards against drift, aimless activity, confusion over what to accomplish, and loss of purpose. Both short- run and long-run objectives are needed. The strategic objectives for the organization as a whole should at a minimum, specify the following, the market position and competitive standing the organization aims to achieve, annual profitability targets, key financial and operating results to be achieved through the organization chosen activities and any other yardsticks by which strategic success will be measured. Performance objectives are needed up and down the organization, the objective-setting task of strategic management involves all managers, each must identify what their area‘s contribution to strategic success will be and then established concrete, measurable performance targets (Stephen, 2007).

3**. Formulating strategy**: This component of strategic management brings into play the critical issue of just how the targeted results are to be accomplished. Objectives are the ends and strategy is the means of achieving them. The task of formulating strategy entails taking into account all of the relevant aspects of the organizations internal and external situation and coming up with a detailed action plan for achieving the targeted short-run and long-run results. Strategy is a blueprint of all the important entrepreneurial, competitive and functional area actions that are to be taken in pursuing organizational objectives and positioning the organization for sustained success. General Electric (1982), a pioneer of strategic management techniques, once defined strategy as a statement of how ,what

resources are going to be used to take advantage of, which opportunities to minimize ,which threats to produce a desired result (Wayne, 2001). This definition points toward the issues that strategy must address: (a) How to respond to changing conditions: Specifically, what to do about shifting customer needs and emerging industry trends, which new opportunities to pursue, how to defend against competitive pressures and other externally imposed threats and how to strengthen the mix of the firm‘s activities by doing more of some things and less of others. (b) How to allocate resources over the organization‘s various business units, divisions, and functional departments-making decisions that steer capital investment and human resources is behind the chosen strategic plan is always critical; some kind of strategy supportive guidelines for resource allocation have to exist. (c) How to compete in each one of the industries in which the organization participates- decisions about how to develop customer appeal, to position the firm against rivals, to emphasize some products and de-emphasize others, and to meet specific competitive threats are always integral to competitive survival and the achievement of a defendable competitive advantage. (d) Within each line of business of the organization, what actions and approaches to take in each of the major functional areas and operating departments to create a unified and more powerful strategic effort throughout the business unit. Obviously, the different functional and operating level strategies ought to be coordinated rather than be allowed to go off on independent courses; they need to support the creation of a sustainable competitive advantage (Weick, 2001). The issues of strategy thus go up and down the managerial hierarchy; strategy is not just something that only top management wrestles with. While there is indeed a strategy for the organization as a whole that is top management‘s responsibility, there are strategies each line of business the organization is in; there are strategies at

the functional areas level (manufacturing, marketing, finance, human resources, and so on) within each business, and there are strategies at the operating level (for each department and field unit) to carry out the details of functional area strategy. Optimally, the strategies at each level are formulated and implemented by those managers closest to the scene of the action and then sufficiently coordinated to produce a unified action plan for the whole organization (Wheel and Smith, 2004). Strategy formation is largely an exercise in entrepreneurship. The content of a strategic action plan reflects entrepreneurial judgments about the long-term direction of the organization, any need for major new initiatives (increased competitive aggressiveness, a new diversification move, divestiture of unattractive activities), and actions aimed at keeping the organization in position to enjoy sustained success (Burgelman, 1991). Specific entrepreneurial aspects of the strategy formation process include: (a) Searching actively for innovative ways the organization can improve on what it is already doing; (b) Ferreting out new opportunities for the organization to pursue. (c) Developing ways to increase the firm‘s competitive strength and put it in a stronger position to cope with competitive forces. (d) Devising ways to build and maintain a competitive advantage. (e) Deciding how to meet threatening external developments. (f) Encouraging individuals throughout the organization to put forth innovative proposals and championing those that have promise. (g) Directing resources away from areas of low or diminishing results toward areas of high or increasing results. (h) Deciding when and how to diversify. (i) Choosing which businesses (or products) to abandon, which of the continuing ones to emphasize, and which new ones to enter or add.

The critical entrepreneurial skill is making strategic choices that keep the organization in position to enjoy sustained success. Analysis and judgment are always factors. The right choice and strategy for one organization need

not be right for another organization, as well as from time to time. Strongly positioned firms can do things that weakly positioned ones cannot do, and weak firms need to do things that strong ones don‘t. A good strategy is one that is right for the organization, considering all of the relevant specifics of its situation. The entrepreneurial task of formulating strategy thus always requires heavy doses of situational analysis and judgment, which the aim being to achieve-goodness of fit between strategy and all the relevant aspects of the organization‘s internal situation and external environment. Indeed, one of the special values and contributions of managers is an ability to develop customized solutions that fit the unique features of an organization‘s situation (Burgelman, 2001).

4. **Strategy Implementation and Execution**: Putting the strategy into place and getting individuals and organizational subunits to go all out in executing their part of the strategic plan successfully is essentially an administrative task. According to Burgelman (2001) The managerial challenge to make it happen involves: (a) Building an organization capable of carrying out the strategic plan. (b) Instilling a strong organization wide commitment both to organizational objectives and the chosen strategy. (c) Linking the motivation and reward structure directly to achieving the targeted results. (d) Creating an organization -culture that is in tune with strategy in every success causing respect. (e) Installing policies and procedures that facilitate strategy implementation. (f) Developing information and reporting system to track and control the progress of strategy implementation. (g) Exerting the internal leadership needed to drive implementation forward and to keep improving how the strategy is being executed. (h) Developing an action agenda for implementing and executing strategy involves managers at all levels, from headquarters on down to each operating department, deciding on answers to the question, -What is required for us to implement our part of the overall

strategic plan and how can we best get it done? Doing this task well means scrutinizing virtually every operating activity to see what actions can be taken to improve strategy execution and to instill strategy-supportive practices and behavior (Burgelman, 1986). The administrative tasks of implementing and executing strategy involve a process of moving incrementally and deliberately to create a variety of-fits that bring an organization‘s conduct of its internal operations into good alignment with strategy. The value of consciously fitting the way we do things around here to the requirements of first-rate strategy execution is that it produces a strategy-supportive organizational culture and work climate. Implementation is soon defeated if the ingrained attitudes and habits of managers and employees are hostile or at cross-purposes with the needs of strategy and if their customary ways of doing things block strategy implementation instead of facilitating it. According to Burgelman (1986), A number of fits are thus needed: (i) Between strategy and the internal organizational structure. (ii) Between strategy and the organization‘s system of rewards and incentives. (iii) Between strategy and internal policies, practices, and procedures. (iv) Between strategy and the internal organizational atmosphere (as determined by the values and beliefs shared by managers and employees, the philosophies and decision-making styles of senior managers, and other factors that make up the organization‘s personality and culture). Broadly viewed, the management task of strategy implementation is one of scrutinizing the whole internal organization to diagnose what strategy-supportive approaches are needed and what actions to take to accomplish them. Then the different pieces of the implementation plan need to be arranged into a pattern of action that will produce orderly change (from the old strategy to the new strategy) rather than creating disruption and dissatisfaction with the way things are being handled. Both the sequence of

actions and the speed of the implementation process are important aspect of uniting the entire organization behind strategic accomplishment. The leadership challenge is to stimulate the enthusiasm, pride, and commitment of managers and employee that an organization wide crusade emerges to carry out the chosen strategy and to achieve the targeted results (Burgelman and Wheelwright, 2004).

6. Evaluating Strategic Performance and Making Corrective Adjustments. Neither strategy formulation nor strategy implementation is a once-and-for-all- time task. In both cases, circumstances arise which make corrective adjustments desirable. Strategy may need to be modified because it is not working well or because changing conditions make fine-tuning, or even major overhaul, necessary. Even a good strategy can be improved, and it requires no great argument to see that changes in industry and competitive conditions, the emergence of new opportunities or threats, new executive leadership, a reordering of objectives and the like can all make a change in strategy desirable. Likewise, with strategy implementation there will be times when one or another aspect of implementation does not go as well as planned, making adjustments necessary. And changing internal conditions, as well as experiences with current strategy execution, can drive different or improved implementation approaches. Testing out new ideas and learning what works and what doesn‘t through trial and error is common (Burgelman, 2001). Thus, it is always incumbent upon management to monitor both how well the chosen strategy is working and how well implementation is proceeding, making corrective adjustments whenever better ways of doing things can be supported. The function of strategic management is ongoing, not something to be done once and then neglected.

The benefits of good strategic management

Every organization has both a strategy and an internal action agenda for executing it, however conscious or well considered or imperfect they may be. Sometimes strategic plans are openly stated by management, and sometimes they remain implicit in management decisions and the organization‘s patterns of operation. Sometimes courses of action are chosen after exhaustive analysis, and sometimes strategy decisions emerge haphazardly from chance occurrences and historical accidents occasioned by the experiences and personalities of previous leaders, the position of the company in the industry, and the economic circumstances surrounding its development; Or, in perhaps the most frequent cause, an enterprise‘s menu of strategic actions and approaches is the product of many internal analyses and reviews, years of market feedback regarding what worked and what didn‘t prior to strategic moves and decisions, assessments about what the future will bring, and a solid dose of experience and judgment (Farmer and Rillmanm, 1965). It is fair to inquire, though, whether a conscious, analysis-based approach to strategic management is better than one that is the outcome of intuition. Do firms whose managers work hard at strategic thinking do any better than firms whose managers don‘t strategize much or don‘t place much stock in formal strategic planning? The answer is not an absolute, unequivocal yes, because there are organizations that have performed well for reasons other than their managers having done a superior job of strategizing. For instance, in some enterprises fortuitous possession of key raw materials, superior finances and/or labour skills, key patents and proprietary technical knowhow, outstanding location, or even just the luck and coincidence of having been in the right place at the right time have produced successful performance-doing or not doing a good job of strategic management seems to have been secondary. Nonetheless, there is credible research showing that thorough strategy analysis and effective strategic

management practices have a positive impact on organization performance (Farmer and Rillmanm, l965). The competitive significance of leading-edge strategy management has been underscored by the chief executive officer of one successful company. In the main, our competitors are acquainted with the same fundamental concepts and techniques and approaches that we follow, and they are as free to pursue them as we are. More often than not, the difference between their level of success and ours lies in the relative thoroughness and self-discipline with which we and they develop and execute our strategies for the future. The advantages of first-rate strategic thinking and a deep commitment to the strategic management process include (a) the guidance it provides to the entire management hierarchy in making clear just-what it is we are trying to do and to achieve; (b) the contribution it makes to recognizing and responding to the winds of change, new opportunities, and threatening developments; (c) the rationale it provides for management in evaluating competing requests for investment capital and new staff; (d) the coordination it adds to all the strategy-related decision making done by managers across the organization; and (e) the proactive instead of reactive posture that it gives to the organization. The fifth advantage of trying to influence rather than merely respond to competitive forces and to the larger circumstances of customer market-technological-environmental change is of acute importance (Farmer and Rillmanm, 1965). As discussed earlier, high performing enterprises deliberately try to impact their target markets with a powerful, opportunistic strategy; they like to initiate and lead not just react and defend. In their view, the real purpose and value of strategy is to come up with an action plan that will successfully attract buyers, produce a sustainable competitive advantage, boost the firm‘s market stature, put added competitive pressure on rivals, shape the nature of the competitive battle, influence the direction of industry

change in their favour, and push performance to superior levels. The ideal outcome is one where the firm‘s strategy propels it to a leadership position above and apart from rival firms in the industry, such that earnings prosper and its products/services become the standard for industry comparison (Belarger and Wrightm, 2003). Strategic Management Process The logic of management process is that particular functions are performed in a sequence through time. The term process refers to an identifiable flow of information through interrelated stages of analysis directed towards the achievement of an objective. Thus, strategic management as a process may involve a number of various elements of strategic management process and the way they interact among themselves. The process becomes quite complex in practice because of the type of interaction among these elements (Shanmukha and Suryanarayana, 2010).

The following are thus the benefits of good strategic management to an organization:

i) Achievement of Corporate Mission and Objectives-Since organizations are deliberate creations, they have some specific mission towards which all efforts are directed. The mission of an organization is the fundamental unique purpose that sets it apart from other organizations and identifies the scope of its operation in product and market terms. Corporate objectives are other factor, which determine the strategy. The choice of the objectives for an organization is a strategic decision because by choosing its objectives, the organization commits itself for these.

ii) Environmental analysis-Since an organization is a social system, it operates within the environment which consists of many factors, such as, society, competitors, technology, legal

framework, and political framework, psychological and cultural framework. An organization has to interact continuously with these factors.

iii) Corporate analysis-Opportunities or threats posed by the environment and how the oorganization can take advantages will depend greatly on the oorganizations' strengths and weaknesses. Corporate analysis brings these strengths and weaknesses.

iv) Identification of strategic alternatives-Interaction of organization with its environment in the light of its strengths and weaknesses will result into various strategic alternatives. All alternatives cannot be chosen even if all of them produce the same results. Therefore, the strategic alternatives should be identified in the light of strategic threats and opportunities generated through environmental analysis, and organizationl mission and objectives.

v) Choice of strategy-The identification of various strategic alternatives leads to the level when managers can consider some alternatives seriously. The chosen alternative should be acceptable in the light of organizationl objectives, it is not necessary that the chosen alternative is the best one.

vi) Implementation of strategy-The organization tries to convert the strategy into something operationally effective. The strategy should be put to action because mere choice of the soundest strategy will not affect organizational activities and achievement of its objectives.

vii) Review and control-Review and control may be treated as the last stage of strategic management process. This is an on-going process and review and control should be taken as the process for future course of action (Shanmukha & Suryanarayana, 201 0).

Theoretical Framework

The Classical theory of strategy will be adopted as framework of analysis for this study. This is the oldest and still most influential theory of strategic management. The theory relies on the rational planning methods and profitability as the supreme goal. Oyedijo, (2004) identified Chandler, (1962), Sloan, (1963) and Ansoff, (1965) as the three men that developed the classical strategic management theory. They established the key features of the classical strategic theory namely; (i) The attachment to rational analysis (ii) The separation of strategy concept from strategy execution. (iii) The commitment to profit maximization. This theory relies on the rational planning methods and profitability is the supreme goal. The classical school believes that strategy should be formal and explicit based on the organization structure for profit maximization. Here, success or failure is determined internally by the existence or non-existence and quality of the strategic management activities in an organization (Sloan, 1963). As a result, they believe that organizations are influenced by environment, that environmental change is gradual, requiring concomitant organizational change; and that effective organizations are those that conform closely to environmental requirements and changes. Thus, for Cavendish University Uganda to achieve its strategic plan, management should understand that it is a gradual process that requires all stakeholders' commitment in the achievement of the desired objective.

Findings

These findings were made against the background of the review of the conceptual literature earlier presented in the course of this study. The study has adopted descriptive as well as primary and secondary methods of data

sourcing to interrogate and examine the relationship between strategic management and organizational development in Ugandan universities using Cavendish University as a case for analysis. The study found out that there is a significant and positive relationship between strategic management and organizational development in Cavendish University Uganda. Although strategic management is significant to organizational development, some universities did not adopt strategic management principles in its entirety. However, in Cavendish University Uganda, the study found out that strategic management has impacted positively on the university‘s overall development because of the following reasons: (a) There was Periodic review of the university‘s strategic plan, mission and vision. (b) Strategic plan of the university was fully adopted. (c) There was most of the time systematic approach in management of the university‘s business evidence in frequent involvement of all faculty staff in the weekly reviews of books and related literatures to facilitate the university corporate culture. This was done throughout the covid-19 lockdown. (d) There were attempts consciously made to implement the University strategic plan. (e) Furthermore, the study discovered that the university adopted the tools of strategic management which was significant in the achievement of the university‘s goal, mission and vision.

Recommendations

The study therefore recommends that for the university to achieve its objectives, and stay afloat in the highly competitive business environment, periodic review of the university‘s strategic plan must be given top or highest priority. Further, the university‘s mission and vision must be fully, religiously, and zealously pursued. Finally all faculties, departments or

units/sections must be persuaded to adopt the university‘s strategic plan for the achievement of corporate objectives.

Conclusion

Strategic Management is the continuous process of relating the organization with its environment by suitable course of action involving strategy formulation, its implementation and mobilizing organizational resources for the purpose. Thus, strategic management involves the planning, directing, organizing and controlling of the strategy related decisions and actions of the business. The decision making hierarchy of business firms contains three levels, at the top is the corporate level and in the second rung of the hierarchy is the business level and in the third rung is the functional level. For a new business or reformulating direction for an ongoing company, the basic goals, characteristics and philosophies that will shape a firm‘s strategic posture must be determined. It is here that the company mission will guide future executive action. Strategic management process comprises of functions that are performed in a sequence through time.

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FACTORS CONFRONTING INVESTORS IN ECOTOURISM ENTERPRISES IN OGUN STATE

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ABSTRACT

Ogun state with verse tourism potential but unimpressive private investments records necessitates assessment of available tourism infrastructural facilities with view to identify existing challenges in the industry. Investors studied engage in one of these tourism businesses: botanical garden, resort centre, partial zoological garden; wildlife souvenir and water recreation/natural pool. Primary data was sourced from identified seventy-eight registered ecotourism operators using structured questionnaire on factors militating against tourism business development and data were analysed with table of frequency and non parametric statistic Chi square (χ^2) Test of independence was used to ascertain relationship between militating factors and tourism development. Hypothesis was tested at 0.05 level of significance. The outcome of this work established that poor budgetary allocation to the sector (92.1%), untimely release of fund by government to ministry of tourism for projects execution (86.9%) and recurrent issues of abandon/uncompleted tourism projects by successful governments (90.8%) are some of the militating factors identified against tourism. Hypothesis result shows that the level of security provision in the state has significant relationship on ecotourism growth (χ^2= 36.30). Inadequate security provision translates to non safety of life (tourists and residents) and property (business); this situation can never make business grow. Security is first identified factors before others. Other identified militating factors are decay infrastructural facilities in the state which include: epileptic power supply (98.7%), poor road infrastructural facilities (82.9%) are limiting the optimal performance in ecotourism businesses. Therefore, it is paramount the state government aggressively improves infrastructural development, security of business environment and budgetary allocations to ecotourism in order to profoundly remove challenges in the sector.

Keyword: Ecotourism enterprises, infrastructural facilities, Ogun state government

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INTRODUCTION

Infrastructural facilities are the needed key to the development and restructuring of Ogun state' economy from where it is today. Restructuring the state for better economic performance would place a lot of responsibility on infrastructures as it is now universally acceptable as the engine room of economic growth. Susskind *et al,* (2000) said tourism infrastructure play significant role in tourist satisfaction from destination. Infrastructure is defined as the provision of public safety, transportation services, medical systems, financial systems, education systems, and other services involved in the population's, as well as in tourists' demand (Ritchie and Crouch, 2005). While infrastructure challenges differ for various regions and levels of economic development, failure to address these challenges may reduce competitiveness, hurting the travel and tourism industry. Countries with limited infrastructure capacity have lower tourism growth (World Economic Forum, 2019). There is possibility of rapid visitor growth and underdeveloped infrastructure regions like South Asia, Western Africa, and South America among others. How countries deal with their infrastructure will be a crucial factor in their long-term travel and tourism competitiveness. Even nations with developed airports and roads may face strain under growing utilization, which may lead to issues related to quality (World Economic Forum, 2019). Ogun state with the second highest internally generated revenue in the country after Lagos state, it is important revenue be massively utilized to develop infrastructure which are ancillary to trade. Development of infrastructural facilities has multipliers effects on the growth of business. Robinson (1976) described some factors which are fundamental to tourism development. These include amenities, cultural features, good weather, scenery historical features, accessibility and accommodation. Given the fact that organized private sector is critical towards achieving economic growth and as proven to generate enormous revenue base for the country in others sectors

where they are active; government should therefore pay more attention to tourism industry. Simon (2008) stated that government need to refocus and rejuvenate partnering private investors for desirable ecotourism output. For efficiency funding of economy, government would explore more the public-Private funding option which will showcase the success of privatization and prudence spending and equitable economic growth in Nigeria (NACCIMA, 2008). The major challenge is to develop our domestic tourism which is largely loose organization structure today. In fact, most tourist attractions lack what the foreign tourists have come to expect in more exotic destinations. United Nation World Tourism Organization (2019), Stated that international tourists arrival (overnight) grew by 4% in Africa in 2019 and the global reach was 1.5billion two years ahead of forecasts. The poor socio-economic infrastructural facilities in Ogun state imply unimpressive business performance and poor internally generated revenue (IGR) for Government. Huge recurrent expenditure reduced resources capacity needed to provide socio-economic infrastructure facilities (motorable road networks, potable water, security and supportive business environment to mention but a few) for industrial growth. Tourism infrastructure is a range of devices and institutions constituting material and organizational basis for tourism development (Coviello, Winklhofer, and Hamilton 2006). The importance of tourism infrastructure is reflected in the fact that it can contribute to increasing the efficiency of production and distribution of tourism services, and, in some cases, such as remote destinations, even increase the supply of tourism services. For tourists to be able to reach some tourist destinations there should be the developed transport infrastructure, which is a precondition for consuming other tourism services of the destination itself (Jovanović, and Ilić (2016). The consequence of poor infrastructural facilities in the state can be seen in high unemployment rate as businesses cannot perform optimally poor standard of living. Tourism sector is a component of a large series of

development initiatives within any economic system. It is obvious that tourism is in an interdependent relationship with economic growth and other economic activities (Zhang, 2015). With all these said, this work examine the militating against ecotourism growth in Ogun state.

RESEARCH METHODOLOGY

Study Area

Ogun state covers a land area of approximately 16, 406,226km^2 it is bounded in the West by Republic of Benin, on the South by Lagos State and the Atlantic Ocean, on the East by Ondo State and in the North by Oyo State. The state official population is put at 3,751,140 (NPC, 2006). The state is seated on the Western approaches to ECOWAS sub region; Ogun State occupies a critical intersection in Nigeria, Eastward and Northward commercial routes from the busy port of Lagos, Ogun State lies within latitude 7^0 N and 6^0 N and longitude 2.5^0 E and 5^0 E. (Gateway Tourism Development Corporation, 2004). The only window to the Atlantic Ocean is to the Southeast of the state in Ogun Water side local government area. Tropical pattern with rainy season starting about March and ending in November is typical of Ogun state. This is followed by dry season. The State has vast forest reserves that could be reforested to meet its demands for timber and wildlife while at the same time preserving the forest resources. Besides, there is a network of lakes, rivers, lagoons and ocean fronts whose resources are also available for tapping.

Data Collection Sampling Technique and Sample Size

Seventy-eight questionnaires were prepared because of relatively low number of ecotourism investors in the state. Seventy-six fully answered questionnaires retrieved were used for data analysis and presentation. Data was presented with table of frequency and non parametric statistic Chi square at $p = 0.05$.

Hypothesis

The level of security provision has no relationship on ecotourism investments in Ogun state

RESULT AND DISCUSSION

Table 1: Infrastructural Facilities and Ecotourism Industrial Development In Ogun State

Variable	Good	%	Fair	%	Bad	%
Road development, maintenance and network	0	0.0	13	17.1	63	82.9
Regularity of portable water	15	19.7	22	28.9	39	51.3
Availability of electricity	0	0.0	01	1.3	75	98.7
Waste management	30	39.5	15	19.7	31	40.8
Communication facilities	21	27.6	45	59.2	10	13.2

Source: Fieldwork (2019)

The result from table 1 indicated how investors scored provision of the following tourism infrastructure facilities as bad in Ogun state. Road development, maintenance and network (82.9%), availability of portable water (51.3%) and electricity or power supply (98.7%) in Ogun state as bad. Also, 40.8% and18.2% of respondents scored waste management in the state low and communication infrastructure low. Infrastructural decay is a bane of tourism investments in the state as virtually all infrastructural facilities in the state have nearly collapsed due to long neglect by successive governments.

Electricity or Power supply

98.7% of investors are confronted with challenges of regular supply of electricity in the state, these group scored electricity supply as bad whereas 1.3% of the remaining investors see electricity supply as fair (Table 1). None of the investors scored electricity availability as good in the state. In Ogun

state, power supply is epileptic, and fluctuating voltage which could damage tourism equipment and tools is a common occurrence. In order to be economically viable and for tourism industry to perform optimally, tourism industry requires constant supply of electricity; however, incessant intermittent power supply in the state is inimical to investment growth. In the world over, economic development is electricity driven. Electricity is a key to unlock resound economic potential in tourism businesses and as such, all private investors in the state are compelled to source for alternative source of electricity supply since government source is not reliable. An economy's production and consumption of electricity are basic indicators of its size and level of development (Marinela, Zvonimira and Andreja, 2016). This they do by purchasing electricity generating set relies at exorbitant price and high maintenance cost which drain part of their expected revenue, but they cannot afford to run their businesses in perpetual darkness. While there is more research on energy and economic growth in developed countries than in developing countries, there is reason to think that energy is more important for economic growth in developing countries (Van, 2008).

Portable water provision

Portable water supply is expected to run throughout the year in tourism industry; on the other hand, this is not the case in Ogun state. Only (19.7%) of the investors agreed that the rate of Government water supply is good, 28.9% scored it fair and 51.3% classified the rate of water supply as bad (Table 1).

Water is life and it is one of the crucial elements of ecotourism industry survival. Usefulness of portable water in tourism industry cannot be overemphasised; it is used by both business owners and visitor/tourist alike; it is used for many domestic purposes such as cooking, laundry, washing and

lavatory needs among others. Regularity or irregularity in portable water supply can make or may the success of the investors in the industry. Government provision of portable water is inadequate even in the major cities of the state (Sagamu, Abeokuta, Ijebu-Ode, Ota, Ilaro and Egbado) where tap water is assumed to be functional. Ogun State Water Corporation (OSWC) sub stations located in Imoru, Ijebu-Ode, Yemoji, Ilaro, Ota, Sagamu and Ifo cities are run on outdated equipments. This is hampering both the industrial and domestic water distribution scheme. In order to shortcut this problem, individual investors really on sourcing their water from borehole privately installed in their premises.

As earlier said, a nation that requires great industrial development cannot jettison sustain provision of portable water.

Waste disposal management

Waste, garbage, trash, junk, debris and refuse are all names given to the "stuff" that is no longer useful in its current form (Onwughara, Nnorom and Kanno, 2010). However, waste disposal management scheme by governments is inefficient as revealed by the hip of refuse littering nook and cranny of the state for days after every monthly environmental sanitations activity. With (39.5%) of investors seen the waste management activities of the state government as being good, then; there is urgent need on the path of government to promote clean environment as strategy for business survival (Table 1). Horrible environment put business into the drain. Healthy environment is sacrosanct for business longevity and profitability. Yelda (2005) said in an environment with poor waste management, people there are bound to be vulnerable to typhoid, diarrhea disease, cholera and intestinal worms from contaminated water and food, as well as diseases associated with poor drainage and garbage collection such as malaria.

The healthier the environment, the greater the number of expected visitor/tourist patronage and the merrier the business. Good and clean environment is a soul of business. In the absence of standard waste management by state government, most investors' provides private means of disposing their waste. This is another challenge confronting the investors. Hazard waste dumping effects on tourist include: stress, anxiety, headache, dizziness, nausea, eye and respiratory irritation (Kah and Brown, 2012).

Tourism thrives well only in health environment. Poor or unhealthy business environment put off prospective visitors/tourist in tourism industry. There is fear of diseases catching, repugnant sight, and disgusting environment among others. Tourism thrives well in clean environment.

Road development, maintenance and network

The Ogun State Road Maintenance Agency (OGROMA) was established especially for roads rehabilitation and in some rear cases construction of some new ones, but it could hardly do much in this regard as shown by the level of disrepair the state roads are in. All these are inimical to investments in tourism. Roads carry 80 to 90 percent of the Africa region's passenger and freight transport and provide the only form of access to most rural communities. Cutting back on road maintenance increases the costs of road transport and raises the net costs to the economy as a whole and it is estimated that the extra costs of insufficient maintenance in Africa amount to about $1.2 billion per year or 0.85 percent of regional GDP (Heggie, 1999).

Communication facilities

Ease access to communication in any form makes the world a global village. Any nation with poor communication facilities cannot go far in global business. There is no alternative to viable communication in business

enterprises. Communication is used to coordinate business activities in local and international realms. Communication can be in form internet, CDMA, GSM, print and any other form of electronic gadget. From observation, the following were noted; Ogun state enjoys the presence of all communication operators in the country. Both CDMA otherwise known as landline and GSM called mobile phone have their networks functioning in the state, all these are provided by multinational and national private investors. Internet facilities and wifi among others are not provided by government or agencies in charge of tourism business in the state. This makes communication an easy task to anywhere in the part of the world. All year round communication facilities are required for economic progression. It ushers in productiveness and efficiency in business. The newer conceptions of development imply a different and, generally, a wider role for communication (Everett, 1976).

Table 2: Ogun State Government Contributions to Security Apparatus

Variable	Yes	%	No	%
Complement effort of federal government in provision of security by supplying military and paramilitary equipment to security agents	14	8.4	62	81.6
Ogun state government offer full support for community policing	39	51.3	37	48.7
Establishment of more police station all over the state	8	10.5	68	89.5

Source: Fieldwork (2019)

From table 2, the interpretation of the result is 81.6% of investors did not agreed that Ogun state government complement the effort of federal government in provision of security by supplying military and paramilitary equipment to security agents whereas 8.4% agreed. Furthermore, 48.7% of ecotourism entrepreneurs claimed Ogun state government give full support to community policing and 51.3% thought otherwise. Finally, 89.5% of

respondents said government failed to establish more police stations across the state whereas only 10.5% believe government is doing its best in this regard. Tourism is a fickle industry and any gain acquired over the years by government and investors could be easily eroded with poor security facilities, human craves for safety and would prefer safe environment to dwell. Insecurity can put off potential investors.

Table 3: Statistical Analysis of Ogun State Government Contributions to Security Apparatus

Response	Good *M.O.U with government	The security of the state guarantee safe investment environment	Investor have mutual understanding with host community	Total
No	14	39	8	61
Yes	62	37	68	167
Total	76	76	76	228

χ^2 tab. = 5.99, χ^2 cal. = 36.30

Chi-square test shows that χ^2 tab. = 5.99, χ^2 cal. = 36.30; Level of security provision has significant relationship on ecotourism investments in the state (Table 3).

Irrespective of business management plan put in place, enabling business environment is crucial to tourism investments in Ogun State. Environmental issues are fundamental to survival of the ecotourism business. Business climate have interwoven effects in the long run performance of the industry. Ecotourists that form the final consumers (target market) of tourism services are influenced by security situation surrounding the business location. Condition where the business is in peaceful environment will definitely foster confidence on the expected number visitors and patronage improvement is guaranteed. Government role in the survival of private business cannot be overemphasised. Security of life and property is one of the critical considerations in any enterprises. Security in the state is not near

perfect. Ogun state must vigorously complement federal government efforts in provision of security network. Government constitutes the highest authority on land and at the same time the custodian of the state, thus it must be seen as reliable partner in ecotourism development.

Table 4: Ecotourism Industrial Funding By Ogun State Government

Variable	Yes	%	No	%	indifference	%
Poor Budget funding of Ecotourism industry	70	92.1	0	0.0	6	7.9
Untimely release of fund for the tourism sector	66	86.9	02	2.6	8	10.5
Least consideration of the sector	49	64.5	16	21.1	11	14.5
Problem of uncompleted project by governments	69	90.8	03	3.9	04	5.3

Source: Fieldwork (2019)

More than Ninety two percent (92.1%) of investors considered budgetary funding of ecotourism industry unsatisfactory (Table 4). Budgetary allocation breakdown in tourism sector for over a decade (this span through three different state governments) shows that the sector is not well funded. This has been the practice of successive governments in Ogun state until recently when the present state government improves on it a meagre 2.5%, yet capital allocation to tourism is not enough for sustainable development of the sector. This has been a major setback for the industry. Financial strength for implementation of capital projects in the industry could not be pursued with vigour because of poor capital base of the sector.

Furthermore, (86.9%) of the investors believed that the little money allocated to the industry is not released in time. Untimely release of fund for

the tourism projects is a limitation to the growth of investments in the industry. Another problem in this regard is the issue of abandoned government owned tourism projects. Substantial numbers of investors (64.5%) were of the opinion that government have not fully understood the potential of tourism in transforming the economy of the state and as such the sector is not given the needed priority. The look-warm attitude of government towards development and provision of necessary infrastructures could be attributed to lack proper investments culture.

Lastly, the problem of uncompleted tourism projects by governments litters the state. This notion was supported by 90.8% of the investors. Tourism is an intertwined enterprise, with strong multiplier economic effects. Delay in one part affects the whole tourism industry collectively.

CONCLUSION

The problem confronting Ogun state is how to sustain ecotourism entrepreneurial in business once they dare there take up the challenges. Provision of enabling business environment will do a lot in projecting the state as haven of ecotourism investments. Ease of access to these infrastructure facilities such as good road network, transport, water portable water, waste management and security will give a good image of tourism business in the state. Tourism is anchored on tour and the role of transportation in tourism industry could not be overemphasized. Most of the major roads and its facilities in the state are in comatose. Availability and regular supply of hygienic water is crucial for any serious business especially tourism which anchor on hospitality. Water distribution to households and industrial sectors are far from excellent as most distribution stations in the state are non-functional. Ogun state as at present is experiencing irregular power supply, and modern day tourism business relies heavily on steady

supply of electricity. Unfortunately, electricity generation and distribution in Nigeria is a federal government responsibility and there is little or no effort the state government can do on this. No business can substantially do well in an impoverished ministry for this reason; the yearly state budgetary allocation to tourism sector is always the least in the state, and this has not helped the sector development. Security of life and property is one of the critical considerations in any enterprises. Security in the state is never near perfect. Ogun state must rigorously complement federal government efforts in provision of security network. All mentioned above are militating factors confronting tourism development.

RECOMMENDATION

Tourism is anchored on tour and the role of transportation in tourism industry could not be overemphasized. Tourist getting to destination with easy is a crucial factor in the promotion of the growth of the industry. Resuscitation and repositioning of existing Ogun State Road Maintenance Agency (OGROMA) whose primary function is road maintenance and repair will go a long way in putting most of the roads back in good shape. Provision of more water treatment plants and repair of damaged one will improve water supply in the state. Also, expansion of Yemoji natural pool water sheme, River Ogun water scheme River Yewa water scheme Odo-Oni water scheme will guarantee sustain water supply. Effective complementin federal government efforts in security provision will go a long way in reassuring investors for better business performance. Association of Nigeria State Governors called Nigeria Governor Forum (NGF) can liaise with Federal Government through Federal Legislatives for concessional right to substantial percentage in electricity generation and distribution in individual state for state government that could be willing to embark on it. Allocation to

tourism sector must improve tremendously if the objectives of attracting substantial investors are to be realized.

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YOUTH EDUCATION AND ELECTORAL VIOLENCE IN NIGERIA: GAUGING A CRITICAL GAP TO INFORM POLICY DIRECTION

ANEJUKA MATHIAS[7] & YUSUF EMMANUEL BASSI[8]

Abstract

One among the most enduring ethos of democracy is periodic elections, which should be free, fair, credible and devoid of coercision or any form of violence. Electoral processes in Nigeria are most times a sad and flagrant deviation from the ideal, as most elections especially since the return to civil rule in I999, are characterized by almost all forms of violence, ranging from kidnaping, threats to life, ballot box snatching, killings, maiming, e.t.c. of particular interest here is the fact that recent surveys of electoral violence in Nigeria indicates that about 90% of election related violence are carried out by the youthful segment of our population who most times are barely educated. Unemployed, homeless and therefore ready tools for desperate politicians to cheaply harness for unleashing mayhem. The central treatise advanced here is that education is central to the way and manner people analyze issues. Studies like Badejo (2012) and Ongodia (2018) seem unanimous about the fact that educated segment of any society may be less prone to direct electoral violence than their uneducated counterparts. This paper therefore recommend: broad and far-reaching educational reforms that would facilitate the training and education of a vast majority of youths, as a smart way of tackling the menace of electoral violence, while enhancing the credibility of elections and deepening democracy in Nigeria.

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Keyword: Youth, Election, Violence

Contemporary Nigeria has become a conflict prone society with the youths at the heart of most Violent conflicts in the country. A recent study suggests that the youths are prosecutors of 90-95% of violent conflicts in Nigeria (Omojee, cited in Ogbeide, 2013).

Introduction

In contemporary democracies, election are acceptable means of electing leaders, an Important process that strengthens democratic Institutions and facilitate peaceful transition of power (Ugiagbe, cited in Badejo, 2012). As a matter of fact, Malu (2011) is of the opinion that elections are so pivotal to the democratic process that without it, "the competition for power will be more chaotic". This is because elections legitimize a political system, ensure the accountability of leaders, and reinforce popular participation in the political process. This notwithstanding, Malu insists that there have been few instances where these goals are fulfilled in Nigeria. He further argued that what is witnessed often is that elections are battle grounds where violent conflicts occur because electoral anomalies dent the legitimacy of elections and throw up the polity in diverse conflicts and acts of violence. Badejo (2012) and Malu (2011) in separate analyses of Nigeria's electoral history, tend to be united in their position that electoral violence is fast becoming a political culture, as all elections conducted since 1960 have been characterized by widespread violence, intimidation, bribery and corruption. Hence a critical factor in managing elections in Nigeria is how to mitigate pre, during, and post-election violence. In a youth-focused study, Muhammed (2010) cited in Badejo (2012) reported that the prevalence of one political violence or the other has been the gain stay of elections in Nigeria with youths as the major actors in the theatre of electoral violence and that such violence has assumed a serious dimension. The focus of this paper on the youth sector of our political and indeed electoral system therefore, could not have been more apt, as there is no gainsaying the fact that any attempt at addressing the challenge of elector violence In Nigeria without addressing youth involvement may as well be a day dream. Perhaps of greater Importance to this paper is the role education plays in the

predisposition of youths to electoral violence. Ojo (2016) in an empirical study of youths and political participation in Africa found that education was among the key determinants of electoral violence. He is of the opinion that the tendencies to be available tools in the hands of desperate politicians were less pronounced among educated and gainfully responsible individuals. Besides, educated people tend to place higher premium on their lives and future, than the uneducated.

Conceptual Underpinnings

Youth

The variables that represent the concept of youth are devoid of unanimous definition among social scientist and analysis. In this regard, various conceptualizations according to socioeconomic and philosophical prepositions abound, leading to fundamental incongruence in its definitions. Biologically, youth is the quality of being young, youthfulness and juvenility. It is that aspect of one's existence that succeeds the childhood stage but precedes the adult age. Apart from the biological perspectives, other allusions to the youth concept borders commonly on agreed aspects as rate of dependency on parents, physical development, behavioral tendencies and age categorizations. For this study, it will adopt the age categorization to distinguish the concept of youth, as a result of the fact that, this age variable is more commonly accepted across countries. In line with this, the United Nations (2002) indicates that, in some countries, the lowest age limit for a youth is 10 years (Haiti) while in Costa Rica it is 14 years. In Nigeria the lowest age limit for a youth is 16 years. For upper limit agreement on the concept of youth, there are variations across countries. In countries like Honduras and New, Caledonia respectively. The maximum age limit for a youth is 29 years, while most European and North American Countries, the maximum age limit for a youth is 25 years. For Nigeria however, the maximum age limit for a youth is pegged at the age of 30 years, as reflected in the National Youth Service scheme.

In Nigeria's cultural parlance, the concept of youth is devoid of chronological age limit. In most ethnic cultures of Nigeria, a youth, suffices for any person who still not too minor in age not too old in age. In this sense, most people in this bracket are regarded as the Nigerian youth irrespective at

their chronological age .A youth is a young person especially a young man or boy; it refers to young people collectively.ItI can be seen as the freshness and vitality characteristic of a young person (Word web Dictionary, 2010).

According to Ifatimehin and Ijudigal (2013) youths are great assets in the society. Nigeria‘s population is predominantly young (Oluiide, 2008). According to Nigeria‘s National Youth Development Policy (Olujide, 2008), the youth comprises all young persons of ages 18 to 35, who are citizens of the Federal Republic of Nigeria. This category represents the most active, the most volatile and yet the most vulnerable segment of the population. They are individuals (male or female) above ten but below thirty years of age. It is also defined as the period in an individual’s life which runs between the end of childhood and entry into the world of work (Onuekwusi and Effiong, 2002).

Commitment to the enlightenment of the youth has been reinforced by resolution of various International organizations which draw attention to the need to concretely address the problems of the youth and empower them (Olujidc. 2009). These youth must be developed intellectually, morally, socially and with relevant skills to face a rapidly advancing technological world (Laogun, 2002). A review of studies such as Fenley (I986), Odusanya (1972) and Olujide (I999) have also revealed that the youths constitute the highest percentage of the Nigerian population and therefore are seen as *“vital sources of manpower for development”*. They are rightly seen as leaders of tomorrow (Ogbeide, 2013) Hence, the kind of education (formal or informal) that youths are exposed to or have access to will determine the nation’s overall development (Odusanya, I972, Olujide, 1999).

Defining youths has been a little bit controversial, different authors define it in the context in which the word-youth is used, United Nations Children Education Fund UNICEF (I972) sees youth as those within age bracket 15-25 years. Johnson cited in Abhuere (2000) asserts that while leadership programmes have no upper age limit, their membership covers people of over 35 and 45 years old, for the purpose of this study youth refers to anyone between the ages of 18 and 45 years.

Violence

There are many possible ways to define violence. The World Health Organization (1996) defines violence as the intentional use of physical force or power, threatened or actual, against oneself, another person, or against a group or community, which either results in or has a high likelihood of resulting to injury, death, psychological harm, mal-development or deprivation. The definition used by the World Health Organization associates intentionality with the committing of the act itself, irrespective of the outcome it produces. Excluded from the definition are unintentional incidents -such as most road traffic injuries and burns.

Violence means to make a person suffer physically, mentally, emotionally and morally (Defrance, I992) by means of force or putting to shame (Thys, 2003). Violence is usually considered a severe form of aggression (Moser, 1987). There are many types of violence – domestic violence ,criminal violence, interpersonal violence ,proactive violence (violence or the threat of violence to affect outcomes and decisions),reactive violence (post-event protesting against unfavorable outcomes) (Meadow, 2009), etc. There are also many types of aggression - physical aggression, verbal aggression (Smorti, Menesin,& Smith, 2003),direct aggression (action taken against the source of frustration), indirect aggression (aggression expressed inwardly, not outwardly) (Allen, 1972).

Electoral violence

Ugboaja (2007) sees electoral violence as one form of organized act or threat which is physical, psychological and structural aimed at intimidating, harming, blackmailing political opponents before, during and after election geared towards influencing the electoral process to one's selfish desire.

Electoral violence can be categorized into three types namely; pre-election violence, Election Day violence and post-election violence. These three categories of violence can manifest in different forms such as torture, extra judicial executions, arbitrary detention, abduction and kidnapping, arrest without warrant, personal humiliation, killing, shooting, death threat, burning of houses, chasing of voters from polling station/unit and malicious damage of property. The pre-election violence is usually caused by powerful

individuals within the party and they use various ways to achieve their goals. Post-election violence takes place immediately the result of election is announced or during the counting process when it's not in the favor of a particular political party. This violence includes killing of opponents, burning of their properties etc. conversely thugs of the losing party demonstrate and attack electoral personnel, publish offensive articles and use of inciting statements on the opponents.

According to Ekiran (2006) violence of any kind whether political or otherwise has more negative effects than positive results on the society. To him, in the first instance, it does not project a good image of the country outside its borders. It implies that the country is still politically immature and democracy is still a mirage. The author argued further that violence usually scares away foreign investors from any nation. Before any foreign investor can invest his hard earned money in any society there must be guaranteed safety of life and property.

According to the International Foundation for Electoral System (IFES) Electoral violence is any act or threat of physical or psychological harm to a person or damage to property, directed at anyone directly involved in an electoral process (voters, candidates, party officers, election workers, election monitors, journalist, etc.) which may disrupt or attempt to disrupt any aspect of the electoral process (Fischer, 2002). Electoral violence could therefore be described as a pre-meditated act that intends to influence the electoral process using foul language, verbal intimidation, blackmail, dangerous weapons, arson and assassination, (Bamfo, 2008).

At the receiving end of political violence are human beings, place or thing or data. Ugigbe (2010) submits that acts associated with electoral violence include physical harm, (homicide, torture, assault), threats (physical and verbal intimidation, destruction of property), arson, damage from dangerous objects, forced displacement and ballot box snatching. Usman (2009) identified five major common grounds of electoral violence; these are during registration, during political campaigns, on Election Day, when results are announced, winner takes all syndrome. In their own study, Onwudiwe & Bernard (2010) describe the pattern of electoral violence in Nigeria as intra party feuding, interparty clashes, electoral events, violence and community unrest while Ugbaigbe (2010) opines that electoral violence do manifest in

the three electoral stages namely, pre-election, during election and post-election stages. The objective of electoral violence is to influence the electoral process with the sole aim of winning political competition or power through violence or subverting the ends of the electoral and democratic process through intimidation and disempowerment of political opponents. The increased involvement of Nigerian youths in electoral violence should be of concern to all. .

Several reasons have been given for electoral violence in Nigeria, Ugbaigbe (2010) is of the view that poverty, ignorance, unemployment, inequitable distribution of natural resources, arms proliferation as well as lack of political will power to prosecute perpetrators of electoral violence are some of the major causes of electoral violence in Nigeria. Gilmore (2007), identified poverty as one of the causes of electoral violence. Usman (2009) reported that electoral violence is paid for by godfathers and politicians. In another report by Onwudiwe and Berwind (2010), they identified factors that promote electoral violence in Nigeria to include dissatisfaction with government performance, competition for resources, inter and intra group distrust, unscrupulous attitude of politicians with little o rno respect for the rule of law. In another study by Adeoye & Muhammed (2005) confirm that the alarming rate of youth violence between I999 and 2004 arose from problems such as poverty, economic frustration, resulting especially from widespread unemployment among young people, political conflicts as well as government's failure to punish perperpetrators of violence. Without any doubt, electoral violence has negative impact on the individual, family, the polity and the nation as a whole. Salvetti (2009) opines that development cannot take place where there is no peace while to Obateru (2008), violence leads to loss of lives, loss of property and displacement of people.

Electoral violence also impacts negatively on human development; destroys social relationships, scares away investors and retards all ramifications of development in the country (Muhammed, 2010). Ugbaigbe (2010) affirms that electoral violence leads to political instability, insecurity and a cycle of violence while Usman (2009) concludes that electoral violence affects the credibility of the democratic system, erodes the credibility of the rule of law and threatens the continued existence of Nigeria as a nation.

In view of the negative consequences of electoral violence and the increase in the involvement of youth, it therefore becomes imperative to identify the various factors that predispose Nigerian youths to electoral violence.

Youths and Political Violence in Nigeria

The bulging youth population, according to the NIC report, is a demographic feature that is linked with the *"emergence of political violence and civil conflicts"*. In Nigeria, the federal government in 2008 acknowledged that about 80% of Nigeria's youth are unemployed and 10% underemployed (Daily Trust, 2008). In 2011, the Minister of Youth Development, Bolaji Abdullahi reported that 42.2 percent of Nigeria's youth population is out of job. Depo Oyedokun, the Chairman of the House Committee on Youth and Social Development revealed that of the over 40 million unemployed youths in the country, 23 million are unemployable and therefore susceptible to crime, hence the need to articulate what could be done to salvage the situation. The pace is increasing because most graduates lack relevant market able skills.

These statistics are grim for a nation whose children and youths of age 0 35 constitute about 77percent or 105 million of its over 140 million population. This shows that government over the years had shown very little interest in both children and youths in the country. University education development worldwide shows a direct relationship between the number of university graduates produced by a country and its economic and technological advancement. For example, United States with population twice that of Nigeria, has over 2,000 degree awarding institutions. Japan, having almost the same population as Nigeria, has over 600 universities. United Kingdom, having half our population, has 100 Universities. Mustafa(2013) In the process of elective politics and governance, youths are either side-lined or excluded or when they are involved at all, they are mainly misused and abused to achieve the inordinate and perverse political ambition of the norm less, lawless and selfish section of the Nigerian political class. Preyekuro, (2011).

Youth all over the World are fondly called leaders of tomorrow. This is not farfetched from the fact that they are characterized with energy and mental alertness Nnamani (2003:5). This energy is either used positively or

negatively depending on the individual or in some cases the society. According to Ekwuruke (2007:2) this is the period of vigor curiosity, spirited action and inexperience. Most of these colleges and universities drop-outs often end up in urban centers in search of menial jobs. Some others end-up on the streets, high way junctions, and traffic hawking different items as "mobile super markets (Ekwuruke, 2007:2). All these societal problems further contribute to the continuous problem of youth violence and electoral process which most of the Nigerian youths are constantly involved in today and despite the advent of civil rule and the rise of electoral violence and youth restiveness in general, not much has been done in understanding the nexus between the youth's violence and electoral process in the Nigerian "democratic context" (Moveh, 2009).

The Role Youths Play in the Electoral Process in Nigeria

A great deal of the most obvious characteristics that distinguish youths from other age delineations is their active involvement in the electoral processes and this is more in emerging democracies like Nigeria with a whole lot of electioneering process enmeshed in acts that clearly lay outside the ethos and time-tested ideals of elections in a democracy. A study conducted in the south-west of Nigeria, Ogbeide (2013) identified the key roles that youths are made to play in electoral processes in Nigeria in this order.

- Body guards to politicians during election.
- Carrying guns and other dangerous weapons during elections.
- Are made to manipulate figures during elections.
- Beat up political opponents and people sympathetic to them.
- Threaten people from voting for candidates of their choice.
- Are made to maim and kill candidates of opposing parties.
- Destroy properties of opposing parties.
- Disrupt election rallies of opposing parties.

These negative roles range from stealing ballot boxes and materials to threats and actual attacks on electoral officers as well as law enforcement agents make the youth segment a critical factor in the success or failure of the electoral process in Nigeria. Having x-rayed the role youths play in our electoral processes in Nigeria, it is important to now focus on some of the

factors that make the youth segment of the Nigerian society particularly susceptible to electoral violence.

Predisposing factors to Youth involvement in Electoral Violence in Nigeria

Things don't just happen (Oral Roberts)

- ✓ **Level of Education** – A number of studies have linked youth involvement in electoral violence with their level of education. This is because education exposes the people to some level of critical reasoning and the making of informed decisions that makes them less vulnerable to unhealthy political intrigues and manipulations. Achimugu (2012). As a matter of fact, Ogbeide (2013) in an empirical study of youth involvement in electoral violence found out that most of the youths involved were uneducated.
- ✓ **Poverty** – The relationship between poverty and violence is well established both in conceptual and empirical literature. In popular parlance, "a hungry man is an angry man" beyond this however, the struggle for survival and the desire to make 'ends meet' tends to make the poor an easy prey and tool in the hands of politicians who most often than not possess economic advantage over the poor. Youth no doubt become ready tools in the hands of these 'money bag' politicians who ride on their energies to perpetuate unimaginable acts of violence even to their (youth) own detriment.
- ✓ **Social Exclusion** – Social exclusion continues to be a huge problem in Nigeria. It is the neglect of a segment of society from the collective wealth or resources of that society. It may at times reflects in policy neglects,marginalization, ethnic or sectional neglects. The youth arm of the Nigerian society is most times not adequately planned for and so the policies and programmes of government do not address their concerns and peculiarities. Even when it seems to, it will only be in policy as the implementers do not fall within this age range, sabotage and make it fail. The ripple effect is that this critical segment of society perpetually feels alienated and seek a vent in violence, especially when tipped and 'recognized' by greedy and self-serving politicians.

Unemployment – In Nigeria, the federal government in 2008 acknowledged that about 80% of Nigeria's youth are unemployed and 10% underemployed (Daily Trust, 2008). In 2011, the Minister of Youth Development, Bolaji Abdullahi reported that 42.2 percent of Nigeria's youth population is out of job. Depo Oyedokun, the chair of the House Committee on Youth and Social Development revealed that of the over 40 million unemployed youths in the country, 23 million are unemployable and therefore susceptible to crime, hence the need to articulate what could be done to salvage the situation. The pace is increasing because most graduates lack relevant marketable skills Ogbeide (2013). If 'an idle mind (man) is truly the devil's workshop; then the devil has a big workshop in Nigeria, as about 90% of our teaming youth population are either unemployed, or unemployable. The end product of this 'workshop' is thuggry, gun running, stealing of ballot materials, and other such heinous electoral and other crimes.

- ✓ Poor/wrong political education- One of the basic and indeed core duties of political socialization and education. Political parties in Nigeria have however neglected this core duty, and have resorted to campaigns of calumny, and the recruitment of youth who are taught the wrong things.
- ✓ Weak parenting – A number of studies in the core social science have shown a strong relationship between parenting and the behavior of youth and adolescent. Giving the fact that this segment of society are at formative stages of their lives on a number grounds need a close watch and monitoring to ensure that their energies are not just kept in check, but also purposefully directed aright.
- ✓ Unsupported Expectation – A whole lot of political parties and especially its youth element find it difficult to embrace election results other than those of their expectations. They most times wonder how the mammoth crowd turned out to cheer their candidate would not translate into electoral victory and so would resort to violence as a means of expressing both displeasure and frustration. They quickly forget that in Nigeria people would declare support for candidate and would even be involved in freelance discussion in favor of their candidate, but have no voters' card or prepared to go the extra mile to vote. Beside the same crowd may continue to be

present for all political events, irrespective of party persuasion and even membership.

The Charge: Practical Recommendations

Let him that would move the world first move himself (Socrates)

The recommendation for this paper is basically a practical charge. A call to reason, an invitation to all stakeholders to do the right things so that our great nation and youth population can attain its highest potential.

- **To the Government**
  - Invest heavily in youth education- the percentage of the total annual budget allocated to education in Nigeria is among the lowest even in developing countries of similar economic capacity. The multiplier effect of this lopsidedness among others is the exclusion of a larger proportion of school age children and youth, from access to quality education. It is our firm persuasion that the menace of youth involvement could be curbed by the extension of scholarship/bursaries and such educational financial support to youths.
  - The universal basic education program should be depend and expanded to accommodate secondary education, as this would make more funds available to education up to secondary level of education and would empower government to at least ensure that most youths avail themselves of the opportunity.
  - Build sustainable partnership with Civil Society organizations to support and facilitate quality education to youths in the country.
- **To Political Parties**
  - Invest in sound and sincere political sensitization and enlightenment.
  - Build sustainable partnerships with Civil Society organizations before, during and after elections.
  - Put the Nation and the future of youths ahead of political and temporal gains.
  - Promote political confidence by keeping campaign promises.
  - Respect for the rule of law.
- **the Youths**
  - Invest in the future via self-development.

- Avoid been used as negative political tools by politicians.
- Respect for human life and property.

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NATIONAL TOURISM POLICIES DEVELOPMENT, IMPLEMENTATION AND ECOTOURISM GROWTH IN NIGERIA

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Abstract

Nigeria Nation Tourism policy was developed with sole aim of sustaining tremendous growth in the sector. This paper examines effects of development and implementation of national tourism plan on ecotourism development. Total sampling technique was used for the enumeration of 23 identified registered ecotourism firms. Secondary data were obtained from relevant governmental agencies and other sources. Questionnaires covered information on development and implementation of tourism policies. Retrieved data were analysed through descriptive statistics, Chi Square, Complete Randomized Design (CRD) and post mortem test using Least Significant Difference (LSD) at p = 0.05. Majority of the respondents (86.9%) were of the view that government solely developed tourism policies. In another response, (100.0%) categorically stated that no single representative from stakeholders were involved in policies development and another (21.7%) opined that some interested members of the society were also involved in policy development. There is relationship between tourism policies and ecotourism development in Nigeria (χ^2 cal 28.373). Also, various levies/taxes in the industry have significant effect on ecotourism development in Nigeria (χ^2 cal 11.50). Post-mortem test further affirms that the effect of multiple taxations is significantly different from the effect of unending levies which is also significantly different from effects of harassments by government agencies on ecotourism development. Critical itemization of nation tourism policies indicates laudable and resound plan for development, however; there is great disconnect between what is written and what is implemented. Most vigorously pursued and visibly implemented policy by government is the revenue generation target. Others sections of the policies like incentives benefits for ecotourism entrepreneurs gazetted in national tourism policies which include: tax rebate on

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loan, tax holiday and provision of soft loan were not implemented. Robust policies that will engender everlasting development must involve genuine implementation and sincere considerations of other stakeholders.

Keyword: National Tourism policy, ecotourism development, policy formulation, policy implementation

INTRODUCTION

HISTORY OF TOURISM POLICIES AND REGULATION IN NIGERIA

Organized tourism started in 1962 when the Nigeria Tourism Association (NTA) was established by private practitioners to promote tourism image of Nigeria. The efforts of this association led to the admission of Nigeria as a full member of the International Union of Official Travel Organization (IOUTO) now World Tourism Organization (WTO) in 1974. The military ruler of 1976-1979 replaced the Nigeria Tourism Association (NTA) with the Nigeria Tourism Board (NTB) via decree 54 0f 1976.

In consolidating the achievement of NTB; Nigeria Tourism Development Corporation (NTDC) was established from NTB through Decree 81 of 1992 which has the following institutional framework for effectiveness:

- Federal Ministry of Culture and Tourism.
- State Ministry Responsible For Tourism.
- National Council of Culture and Tourism.
- State Tourism Committee.
- Local Government Tourism Committee.

In other to re-echo the vibrant roles of tourism worldwide the World Tourism Day is globally celebrated on September 27th of every year. NTDC is charged with responsibility of overall promotion, marketing and co-ordination of tourism activities in Nigeria as a whole.

NIGERIA TOURISM DEELOPMENT CORPORATION (NTDC)

This is the body that is responsible for registration of Hospitality and Tourism Enterprises (HTE) in Nigeria. According to decree 81 of 1992, it

empowered NTDC, to register, classify, and grade all tourism enterprises, tour agencies and hospitality ventures.

The functions of State Tourism Board and Local Government Committee on tourism were clearly spelt out in the decree. Section 4 (2) (d) and section 4(3) (e) of the NTDC act cap137 of the Federal Republic of Nigeria mandate all hospitality and tourism enterprises nationwide to register or renewed their registration in compliance with above law. Failure to abide by these laws would lead to prosecution in competent court of law (Nigeria Tourism Development Corporation, 2008). The following are classified as tourism enterprises in Nigeria according to NTDC:

1). Travel Agencies (2). Tour operators (3). Tourism promoter (4). Amusement (5). Casino

(6). Recreational Garden (7). Night Clubs (8). Conference Centre (9). Care Hire Serviced

(10). Vehicle or Vessel Hire Services (11). Coach/ Luxurious Bus or Shuttles Services

(12). Handicrafts or Souvenir Shop (13). Hotel/Motel (14). Catering Service

NIGERIA TOURISM DEVELOPMENT MASTER PLAN AND POLICIES

Nigeria Tourism Development Master Plan was launched in the Federal Capital Territory, Abuja, in October 2007. The general target of the plan is to set the country firmly on World tourism map.

The evolution of the plan was cemented on a multistage process as follows:

(a) Enhancing strategies to promote economic benefits of tourism to the nation.
(b) Review of immigration policy to attract foreign visitors.
(c) Source funding to implement the development plan from these various sources:

Federal and state government, the private sector, foreign investment, the European Union, Nigeria Tourism Development Corporation and Bretton Woods Institutions.

The National Tourism Policy of 1990 encourages private investor to take up opportunities in the richness and diversity of Nigeria's tourism resources (Nigeria Tourism Development Corporation, 2003). The liberalization

policies will provide investment opportunities in these areas as stated by the Government).

- Heritage/Cultural Tourism Resources Development of slave trade relics.
- Established of museum and preservation of monuments.
- Wildlife Tourism Resources.
- Building of tourist lodges.
- Development of picnic and camping sites at strategic locations within the trail circuit system in the National Parks.
- Building of reception sites at Natural/physical attractions.
- Establishment of holiday resorts along the coasts.
- Development of water transportation provision of educational facilities for water skiing and swimming.
- Beach tourism potentials i.e. establishment of boating and sport fishing facilities.
- Establishment of hotels and resort near waterfalls, springs, caves, and temperate climate.
- Development of arts and crafts which constitute symbol of the people's cultural values and love for nature.
- Provision of cable bus system to take tourist through the very rugged but scenic terrain of the mountain and construction of lodge cabins for expedition tourist and rangers.

Development of Amusement park, entertainment facilities shopping services (Nigeria Tourism Development Corporation, 1990).

In pursuant of tourism development, the federal government for the first time created Ministry of Tourism and Culture and goes on set up presidential council for tourism (Nigeria Tourism Development Corporation, 2007). The master plan has put the sector into position of importance in the economy, only equal to that of agriculture, and oil land, gas sectors (Runsewe, 2007). For outright development of tourism sector, the plan should be based on realistic rather than possibility machinery (Getz, 1994).

CORPORATE AFFAIRS COMMISSION (CAC) AND BUSINESS REGISTRATION IN NIGERIA

CAC was founded in 1990, companies records under its custody date back to 1912. All previous records of company registrations were transferred to it

upon its formation. Registered companies are distinguished not only by names but also by their registration numbers. A certificate of incorporation issued by CAC is in law and genuinely tenable for business activities in Nigeria. It is mandatory for all sorts of business enterprises to register with CAC (Corporate Affairs Commission, 2008).

Registering a business has become significantly easier in Nigeria due to a computerized registry and newly established zonal branches of the country's Corporate Affairs Commission and Stamp Duty Offices" (World Bank, 2008).

"CAC is performing at top level in African. The Corporate Affair Commission is performing at OECD standard.

TOURISM INCENTIVES FOR PRIVATE INVESTMENT IN NIGERIA

A tourism policy of 1990 has the following aims: to promote tourism, generate even development, accelerate rural-urban integration and cultural exchange and foreign exchange.

These are following incentives rolled out by Federal Government for private investors:

- **Infrastructure**: Government would ensure provision of basic infrastructural facilities namely, good road, water, electricity, communications and accommodation to sites of attraction in order to accelerate tourism development to the fullest. Government shall establish and maintain close liaison with other government agencies responsible for the provision of the infrastructure.
- **Concession of land**: State governments shall provide land at concession rates. This will include the abolition of annual ground rent within the period of construction and development of tourism. 100% equity ownership of companies in Nigeria and repatriation of profits and dividends for example.
- **Fiscal and other incentives:** In other to boost the level of private sector investment in tourism, it is now to be treated as government preferred sector, like agriculture in Nigeria. Incentives such as tax holidays, tax rebate and soft loans, with long period of grace to potential investors in tourism are some of the motivational package.

ORGANIZATIONS REGULATING TOURISM ACTIVITIES IN NIGERIA

The following associations are responsible for the regularization of the tourism and hospital management in Nigeria.

- The Nigeria Hotel and Catering Institute (NHCI) registered in 1968 has as one of its objectives to provide a forum for tourism advancement.
- The Nigeria Tourism Development (NTDC) established under decree 81 of 1992, is empowered to standardize facilities for the services of Hospitality and Tourism enterprises for optimum utilization by tourists, visitors and nationals.
- The National Association of Nigeria Travel Agencies (NANTA) has as one of its aim to promote travel and tourism within the Federal Republic of Nigeria and the rest of the World in general.
- Hotelier Association of Nigeria (HASN) it promotes training programmes for continuous improvement of the quality of services in the hotel industry.
- Hotel and Personal Services Employers Association of Nigeria (HOPSEA) promulgate by Decree 22 of 1977 of the Federal Government of Nigeria. It is an organization protecting the interest of workers in hotels, restaurants, cafes, taverns and other drinking and eating places, rooming houses, campuses and other lodging places, portrait, cleaning and laundry services among others.

EVOLUTION OF NATURE TOURISM IN NIGERIA

Ecotourism is both ecological and geographical in Nature. Nature-based tourism is an irreplaceable national heritage for harnessing potentials of the tourism industry and transforms the nation's economy into mega economy. Since the establishment of the Kainji Lake National Park 1979, and other six National parks, in addition to the many Game Reserves and Zoos there had been reawakening in the awareness of many Nigeria to the utilization of ecosystem for tourism due to great increase in the annual number of foreign tourists due to both Kainji and the then Yankari National Park established. Some of the primary objectives of establishing Game Reserves, Zoological and Botanical gardens is for tourism, whereas, few of them are fairly developed. A further development that could bring them to an acceptable

world standard (like in Kenya) will serve as catalyst for the development of other tourism attractions (Ayodele and Falade, 1993). Very few private investors are now into ecotourism with establishment of privately owned ecotourism sites such as Zoological and Botanical Gardens.

Linderg and Mckercher (1997) suggested that several changes have occurred in the development of ecotourism in the last decade. These changes include:

Firstly, the desire of more educative and challenging vacation at many natural areas, particularly in developing countries.

Secondly many economic development professionals view ecotourism as opportunity for employment generation in region that have experienced decline, or lack of development in other industries.

Thirdly, many conservationists and resource management professionals view ecotourism as an avenue for providing conservation support-benefits.

Finally, ecotourism is regarded as being sustainable tourism activity, and an exemplar for all other aspects of the tourism industry. The ecotourism industry has therefore emerged to capitalize upon the commercial opportunities afforded by the growth in ecotourism activity.

Elper Wood (1998) explained that ecotourism industry is identified with a transaction chain that started with the purchase of travel in the area of origin through to utilizing the product in the destination region. Within this transaction chain, a range of bodies were involved in mediating the experience of ecotourism between the consumer and the destination, which typically involved travel agents (wholesalers) inbound and ground operations, accommodation providers (often in ecolodge) through to local vendors. In common with the supply of products and services in the tourism industry, the ecotourism industry has a range of travel agents, which operate as retail operators selling both land and air travel products for commission. Outbound tour operators acts as the principal sales and marketing organization in the industry, but many of them also work at the retail level via direct mail advertising. It is the outbound tour operators that create the brand name that sell ecotourism. Their inbound counterparts in the destination areas are responsible for the tour operation in destination countries consisting of travel tours, accommodation, and sightseeing.

NIGERIA TOURISM AND TRAVEL SECTOR CONTRIBUTIONS TO NATION ECONOMY

In Nigeria, tourism and travel account for only 0.1% of market share and 0.9% of Gross Domestic Product in 2004-2006. In term of job opportunity, 5.1% of total employment found themselves in this sector. This is a far cry from projected 45% of total employment (Adetokunbo, 2007).

Economist analysis estimated that one job is created for every ten foreign tourists in the destination country (Nigeria Economics Empowerment Development, 2006). Nigeria boasts more than double whatever any other African country has to offer any tourist. The major challenge is to develop our domestic tourism which is largely un-organized. Most tourist attractions lack what the foreign tourists have come to expect in more exotic destinations.

The above is showcasing the vital role of the sector in improving the plight of jobless and poor Nigerians.

TOURISM, SMALL AND MEDIUM ENTERPRISES DEVELOPMENT AGENCY OF NIGERIA (SMEDAN)

The Nigeria Government has recognized entrepreneurship as the engine for the creation of envision development of the country. Entrepreneurship is all about aspiring for a better life for the people and translates economic growth (Small and Medium Enterprises Development Agency of Nigeria, 2008). The objectives of SMEDAN are to eliminate unemployment in the land, this make it important for tourism development. It was high time the government harnessed the potential inherent in tourism business for achievement of SMEDAN goals. The future of tourism in the country is brighter for the fact that less 2% of tourism potential had been harnessed for commercial purpose. The unemployed youth can be absorbed into any of these tourism enterprises as it has been shown worldwide to be massive employer of labour.

RESEARCH AND METHODOLOGY

Study Area

Nigeria has a land area of 910,768 square kilometres. It goes further with 800 kilometre of coastline, majority of it with sandy beaches, a varied climate (humid and subtropical), and a diverse population with difference rich cultural and religious history. The country also has abundant exotic

wildlife, seven National parks many game reserves, and a terrain offering plains in the North to mountains in the South East, waterfalls, rivers and rain forest in the West of the country.

Data analysis

Descriptive statistics, Complete Randomized Design (CRD) and a follow up test of Fischer Least Significant Difference (LSD) to separate the mean of variable and Chi-square was used.

i). Chi-square (χ^2) analysis:

$$\chi^2 = \sum_{n=i}^{n=o} \sum_{n=j}^{n=o} \frac{(Oij - Eij)^2}{Eij}$$

ii). Fischer's Least Significant Difference (LSD)

$$L.S.D = t^{\alpha}/_2 \times \sqrt{2MSE}/r$$

Hypothesis 1:

There is no relationship between tourism policies and ecotourism development in Nigeria.

Hypothesis 2:

Various levies/taxes by government agencies do not have significant effect ecotourism development.

RESULT AND DISCUSSION

Table 1: CONTRIBUTORS TO NATIONAL TOURISM POLICIES DEVELOPMENT IN NIGERIA

ISSUES	ENTREPRENUAL RESPONSE			
	Yes	%	No	%
Government solely formulate tourism policy	19	82.6	4	17.4
Some stakeholders in the business are involved	0	0	23	100
Contributions are welcome from interested members of the society	1	4.3	22	95.7
Policy change frivolously with successive Government	23	100	0	0

χ^2 tab. = 7.81, χ^2 cal. = 28.373

Testing Hypothesis 1: result from table 1 shows that there is relationship between tourism policies and ecotourism development in Nigeria (χ^2 cal 28.373).

Results on policies formulation shows that, 82.6% of respondents said government solely formulate tourism policy in the country. 100% of entrepreneurs supported the view that stakeholders in the business are not at any point involved in any stage of policies development. Also, 4.3% of business owners were of the opinion that contributions are welcome from interested members of the society during policies formulation by government. Lastly, 100% investors were of the view that tourism policies change frivolously with successive governments.

Exclusion of private, public and non-governmental participation development of national tourism plan is actually disservice to the business. Grzegorz (2002) categorically stated that importantly, the politicians in power should actively seek to promote growth, or else their authority will wither away in the long run.

The inputs of other participants outside government corridor would add impetus to broad achievement of the tourism goals. Non inclusion of other stakeholders does not promote harmony in the sector as they feel outcaste in the scheming of things. Also, frivolous changes in tourism policies with successive governments do more catastrophic damages to the sector than good. Above a certain level of maturity, economic mechanisms (policies), make long-term growth inevitable in business (Grzegorz, 2002).

Table 2: OPERATIONAL REGISTRATION REQUIREMENT BY ECOTOURISM INVESTOR IN NIGERIA

ISSUES	ENTREPRENUAL RESPONSE			
	Yes	%	No	%
Yearly tenement Payments	10	43.5	13	56.5
Corporation Affairs Commission Registration (CAC)	20	89.9	3	13.1
State Government fees	16	69.6	7	30.4
Nigeria Tourism Development Corporation	3	13.1	20	86.9

(NTDC) fees				
Local Government levies	5	21.7	18	78.3

Yearly tenement payments, Corporation Affairs Commission (CAC) registration and Gateway Tourism Development Corporation fees (GTDC) were paid for by 43.5%, 89.9%, and 66.9% of entrepreneurs. In contrary, only 13.1% and 21.7% of respondents had operational registration with Nigeria Tourism Development Corporation (NTDC) and Local Government fees payment. Complete registration of business with all necessary government organs validates authenticity of any business. The result here shows that not all operators in the industry are fully registered. This will definitely deprived them of certain benefits from government. Whatever challenges they face in the business can only be channelled to government for consideration if only they are fully recognized as operators in the field. Running a business without complete registration is illegal and it is a crime punishable under Nigeria laws. Registering business as tourism operational policy demands are right step in the right direction. Benefits of entrepreneur registration include but not limited to: reduction in personal liability, minimization of tax liability, brand awareness and opportunity for improving capital base of tourism business.

Table 3: LEVIES AND TAXES BY GOVERNMENT AGENCIES IN NIGERIA

S / N	Multiple Taxation	Unending Levies	Harassment from government agencies
1	2	1	3
2	3	1	2
3	3	2	3
4	3	3	3
5	2	1	1
6	3	2	1
7	3	1	1
8	2	1	2
9	3	1	2
10	3	1	2
11	3	1	2
12	3	1	2

13	1	2	2
14	3	2	1
15	2	1	3
16	1	2	3
17	3	1	1
18	1	1	1
19	2	1	1
20	2	1	1
21	3	2	3
22	3	1	3
23	3	1	3
Total	57	32	44
Mean	2.5	1.4	1.9

Table 4: POST MORTEM TEST ON EFFECT OF LEVIES AND TAXES BY GOVERNMENT AGENCIES IN NIGERIA

Variable	Mean	LSD	F cal	F tab
Multiple taxation	2.5^{a}			
Unending levies	1.4^{c}	0.46	11.5	3.15
Harassment from Government agencies	1.9^{b}			

Mean with the same letter are not significantly different from each other ($P<0.05$)

L.S. $D = t^{\alpha}/_{2} \times \sqrt{}^{2MSE}/r = 0.46$

Testing Hypotheses 2

The result of table 4 indicated there is a significant effect of various levies/taxes by government agencies on ecotourism development Nigeria (Fcal 11.5, $P< 0.05$).

The follow-up test to separate the means at 0.05 probability level shows that there was significant difference on the effect of multiple taxation, unending levies and harassment from government agencies on tourism development. Adum (2018) in defining what multiple taxations implies stated thus as scenario where profit or wealth of an individual or corporate body is taxed more than once. It is constitutional that government generates revenues from every

investment (small, medium and large scales) in the land, however; the conflict of revenue interests between three tiers of government is having a tool effects on ecotourism enterprises. At many instances, issue of revenue mobilization has drawn the three tiers of government into unresolved legal tussles. Multiple taxations, unending levies and harassment from authorised government agencies for collection are not uncommon these have lead to situation where police and some paramilitary officers have to be involved is actually killing businesses. Oseni (2014) emphatically identified multiple taxations as a bane of business development in Nigeria.

Table 5: INCENTIVES FOR ECOTOURISM INVESTORS IN NIGERIA

ISSUES	**ENTREPRENUAL RESPONSE**			
	Yes	%	No	%
There is tax rebate on loan or investment by government	4	17.4	19	82.6
There is tax holiday on tourism project	15	65.2	8	34.8
Government provides soft loan on investment.	2	8.7	21	91.3

Tax rebate on investment, tax holiday, and soft loan is enjoyed by 17.4%, 65.2% and 8.7% of investors. Tax rebate on investment, tax holiday, and soft loan is missed by, 82.6%, 34.8% and 91.3% of ecotourism investors.

Every year local and state governments in the United States expend tens of billions of dollars on economic development incentives (Joseph and Sifan 2018). Incentives are meant to cushion the challenges of business environment. A government that is determined for true business development must implement what is gazette in her developmental plan. Nigeria government needs to cultivate the habits of fulfilling and implement incentives plan if truly she craves for tourism development. Incentives policy is catalyst that propel the ecotourism entrepreneur in business for as long as possible. Illegal diversion of business incentives packages to another end is unjustified.

CONCLUSION

Most of the tourism policies covered by this work are important for tourism development. However, the exclusion of private, public and non-

governmental bodies in the formulation, implementation and evaluation stages is a big setback to the attainment of resound ecotourism growth. Most vigorously pursued and visibly implemented policy is the aspect of target revenue generation by government. Others sections of the policies which will truly enshrine all round development are not implemented. Incentives benefits for ecotourism entrepreneurs gazetted in national tourism policies which include: tax rebate on loan, tax holiday and provision of soft loan were not executed. Unilateral policies development and implementation by government is counterproductive. Also, frivolous change in tourism policies with successive governments does more catastrophic damages to the sector than good.

RECOMMENDATION

Government should assiduously infuse the habit of implementing all aspects of tourism policies has enshrined in the developmental gazette rather than focusing on revenue aspects only. It will be ideal if government can re-evaluate its tourism policies performances in order to quickly identify grey areas for adjustment and fast-track substantial development.

In actual sense, impressive tourism development can only be achieved with dutiful implementation of rolling master plan. Government is thus encouraged to co-opt other interest holders in foreseeable National tourism policies review. Tourism is an industry that if well developed can transform the economy of the nation to enviable position since a it is a labour intensive.

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SERVICE QUALITY AND CUSTOMER PATRONAGE OF BANKS IN BENUE STATE OF NIGERIA

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Abstract

In service marketing, customer service is regarded as a component of marketing mix. High quality customer service is a responsibility of not just the customer service department, but all levels of management. The aim of this study was to ascertain the effect of service quality on customer patronage of banks in Benue state of Nigeria. The survey research technique was adopted. Stratified simple random probability sampling method was applied. From a population of 2,174 bank customers, 206 of them were sampled, and questionnaires were distributed to them. However only 68 questionnaires were properly, filled, returned and used in the analysis of data. Statistical Package for the Social Sciences (SPSS) software version 20 was used in the analysis of data. The study used both primary and secondary sources of data. The result of the study shows that service quality has a positive relationship with customer patronage of banks in Benue State of Nigeria. It was recommended that high quality service be provided by banks so as to retain the patronage of today's quality-seeking and well-informed customers.

Introduction

The service industry is more than ever prominent in the 21st century. In both developed and developing economies of the world, service industries are playing very significant roles in development. This is more so due to globalization and developments in the information and communications technology (ICT).

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Service based industries such as banks, hotels, restaurants, beauty salons; telecommunications, transport have gained prominence in many countries of the world. It is therefore not surprising that researches have beamed their searchlight on the quality of service offered by these service based businesses. Today's well informed satisfaction-seeking customers are interested in the quality of service available at their disposal.

Service is intangible in nature. It takes place in interactions between the customer and service provider and is provided as a solution to a customer problems. Service providers can gain considerable competitive advantage and satisfy customer expectations.

Service quality is the difference between customer expectation of service and customer perception of the actual service (Parasuraman, Zethaml and Berry, 1988). It is equally on record that Parasuraman proposed the gap model for service quality that operationalized service quality as a gap between performance and expectation perceptions of customers.

Simply put, service quality measures how well a service is delivered, compared to customer expectations. Organizations that meet or exceed expectations are naturally considered to have service quality. It is safe to state that service quality is an evaluation of how well a delivered service conforms to the expectations of the customer.

Customer patronage is born out of a desire to be committed to a firm either based on its service quality or perceived service qualities. Customer patronage refers to the share of an individual customer's expenditures at a particular firm. It is the support provided by customers to a particular organization.

Service offered by retail banks in Nigeria is mostly similar. To have a competitive edge, banks must look out for the dynamics that customers consider in making a choice among service providers.

A long standing marketing principle is that understanding and satisfying customers leads to superior business results (Rahman, AbdelFattah and Mohamad, 2014). An organization relates to its customers to achieve the understanding and increase patronage through service quality.

The objective of the study was to ascertain the effect of service quality on customer patronage of banks operating in Benue State of Nigeria; Based on the objective of the study, the research hypothesized as follows: Service quality has no significant effect on customer patronage of banks in Benue State of Nigeria. This hypothesis was tested in the course of the study.

Literature Review

Kotler (2003) defined service as any activity or benefit that one party offers to another which is essentially intangible and does not result in the ownership of anything and may or may not be tied to a physical product. Even though service is not physically apparent like physical products, it provides value to the customer.

In the considered opinion of Payne (1993), service refers to any primary or complementary activity that does not directly produce a physical product, that is, the non-goods part of the transaction between customer and provider. According to Gronroos (1992), service quality is the difference between customer expectations of what they want and their perceptions of what they get.

In today's competitive environment, delivering high quality service is the key for a sustainable competitive advantage (Angelova & Zekiri, 2011.) Satisfied customers are happy with the service provider and they exhibit their happiness by way of repeat purchase, brand loyalty as well as positive word of mouth.

Quite a good number of experts have argued about the importance of quality to service firms. Some have even gone further to demonstrate its relationship with profits, increased market share, return on investment, customer satisfaction and future purchasing intentions (Angelova & Zekiri, 2011) in the view of Parasuraman et al (1988) in (Angelova & Zekiri 2011) service quality has three features which are unique to services: intangibility, heterogeneity and inseparability of production and consumption.It has been suggested that in the absence of objective measure, an appropriate assessment of the service quality of a firm is to measure consumers' perceptions of quality.It is therefore clear that measuring service quality is

more difficult than measuring goods quality using such indicators like durability and number of defects.

There are basically three dimensions of service quality: the technical quality, the function quality and the corporate mage (Gronroos (1994). The technical quality refers to what the customer receives from the service delivery. This can be objectively measured.

The functional quality involves the manner in which the service is delivered. This has to do with the psychological interaction between the buyer and the seller. This is measured in a very subjective manner. The functional quality includes the elements as attitudes and behavior of staff, approachability of service employees, accessibility of service, appearance and personality of personnel, relationship between employees and interrelationships between employees and customers. Lastly corporate image dimension of quality is the result of how consumers perceive the company. This is expected to be built up mainly by the technical and functional quality of its services and will eventually affect service perceptions by customers.

In recent time, service marketing literature has engaged the attention of several scholars as well as practitioners. Zethaml (1988: 474) perceived quality as consumers appraisal of a product overall excellence or superiority. Put simply, customer service is all about the treatment a firm gives to its customer.

To measure service quality, researchers have developed various instruments that relied on their classification of the quality (Rahman, AbdelFattah and Mohamad, 2014).

Quite a considerable number of researchers have continued to use SERVQUAL tool that was developed by Parasuraman and Zelthaml as far back as 1985 to measure the service quality. This is simply because SERVQUAL is rated as a reliable tool to measure service quality (Lewis and Matchell, 1990)

Importance of Service Quality

The importance of service quality has been widely discussed by various researchers across the world. According to Elmayar, (2011, Julian and

Ramaseshan, 1994, Siddiqi 2011, Spathis, Petridou and Glaveli 2004),offering superior level of service quality will surely enhance the firm's image in acquiring new customers. In the views of Londe et al (1988),it is the customer service management that will derive the importance of service. As far as services marketing is concerned, customer service is regarded as a component of marketing mix.

High quality service is not just customer service department but all levels of management and staff need to accept and have a state of mind regarding customer care (Zeithaml and Bitner, 1996). To further buttressthe importance of service quality Payne (1995) states that higher standards of service are being demanded by customers as they are becoming more sophisticated and updated in their requirements, and to them service refers to customer satisfaction, customer delight, service delivery, customer relationship, hence to provide service to customers, service companies such as banks need to take into due consideration the important variables of service quality namely, assurance, empathy, reliability, responsiveness and tangible. Payne (1995) insists that customer service and quality improvement initiative are closely related to each other.

Dimensions of Service Quality

Parasuraman, Zeithaml and Berry (1988) introduced a conceptual model of service quality with five dimensions which led to the development of SERVQUAL. The dimensions are as follows:

Tangibles:- Include the appearance of workers, physical facilities being offered as well as equipment which form part of service experience. It is during the service delivery that the quality of services is assessed and the contact with each customer implies as a chance to satisfy or dissatisfy the customer, a moment of truth (Parasuraman, Zeithaml and Berry(1988)

Reliability: - Refers to the way the service is being delivered, that is the ability to deliver the promised service precisely and consistently. Reliability refers to the ability to provide the service as it was promised on a regular basis.

Responsiveness: - Refer to the willingness to help customers, respond to their queries and also to provide rapid service to them.

Assurance:- This refers to the understanding and courtesy of staff as well as their capability to inspire trust and confidence.

Empathy:- Helpful care about the customers requirements and the company provides personalized attention to customers with compassion.

It is important to state that retail banking was among the different service categories that Parasuraman, Zeithaml and Berry based their research on. This research is on retail banking in Benue State of Nigeria.

Customer Patronage

Customer patronage refers to the support or approval provided by customers with respect to a particular brand. According to the Concise Oxford English Dictionary (2008), the word customer or consumer patronage means a person or thing that eats or uses something, or a person who buys goods and services for personal consumption or use. Just like other commercial enterprises, money deposit or retail banks that operate in Benue State of Nigeria try to achieve their aims by evolving products or services that satisfy customer's expectations better than competitors.

Customer patronage is the share of an individual customer's expenditures in a given industry or retail sector that is spent at one company. Though similar, it differs from market share. While market share refers to the percentage of all customers that patronize a firm relative to the industry total, patronage describes the percentage of one customer's patronage to a firm relative to the person's expenditure in the industry. In the view of Kotler (2003), consumers have unpredictable degree of patronage to particular services, stores and other entities.

Customer patronage in Banking

Previous studies on patronage of banks were hinged on related measures used by researchers on business or marketing performance.Relatedly, most researchers on money deposit or retail banks have reported the following findings:

A study covered by Madueme (2009) on Nigerian banking industry submits that information communication technology (ICT) adoption of a company

enhances efficiency and strengthens service quality. Additionally, banks that improve their ICT base services will attract benefits such as improved sales volume, higher productivity and improved financial performance.

Rehman and Ahmed (2008) researched on the major determinants of bank selection by customers in Pakistan reported that the most important variables were customer services convenience, online banking facilities as well as the entire banking environment. The study surveyed 358 customers.

In Northern Cyprus, Safkli (2007) did a research on motivational factors for consumer bank selection and patronage and submitted that the most important variable is confidence in bank management. The same research mentioned service quality and efficiency factors.

Kamakodi and Khan (2008) indicated the important factors customers consider in making a decision to patronize a bank to include safety of funds, security of ATMs, accessibility to ATMs, bank reputation, personal attention, pleasing manners, confidentiality, proximity to work place, timely delivery of service and friendliness of staff. They obtained responses from 292 customers of banks.

Bankson et al (2009) identified four prime factors of bank selection and patronage as competence, convenience, recommendation by parents and charge free banking.

The study emphasized the need for developing countries to pay particular attention to the provision of consistent and good customer care.

Another study by Aregbeyen (2011) substantiated the significance of safety of funds, prompt service delivery, minimum waiting time, good complaint handling, bank reputation and dependability, branch networking, one stop banking, innovative product/service, reasonable service charges and friendliness of staff. Transaction alert was also mentioned in the submission.

Methodology

The survey research approach was used to collect data for the research using questionnaire as the instrument of data collection.

The study surveyed twelve (12) banks within Benue State. The population of the study was made up of 2,174 customers of the twelve banks selected for the study. Questionnaires were distributed to 206 customers being the sample size of the study.

To effectively sample the views of bank customers across the State, 102 customers were randomly chosen from six banks in Makurdi, the State capital. 51 customers were sampled from three banks in Gboko and another 51 customers were selected from three banks in Otukpo.Challenges were encountered in trying to retrieve the questionnaires from customers. While some customers failed to return the questionnaires, others could not fill them correctly. Despite spirited efforts, only sixty eight (68) questionnaires were properly filled and returned. This represents a response rate of only 33%. At the end of the day, only the 68 questionnaires that were properly filled and returned were used in the analysis of data for the study.

In selecting respondents for the study, stratified simple random probability sampling method was applied. Multiple regression analysis became handy in order to determine the relationship between service quality and customer patronage of banks in Benue State of Nigeria. Version 20 of the Statistical Package for the Social Sciences (SPSS) software was employed in the analysis of data. The study used both primary and secondary sources of data. The primary data were collected first hand for the study specifically, while secondary data were obtained from journals, books and internet.

Data Presentation and Analysis

The data collected for the study were collected and presented as follows:

Table 1: Result of multiple Regression of Service Quality and Customer Patronage (model summary)

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	F	SIS	Durbin Watson
1	.610	.172	.356	.576	24.11	.000	1.928

Source: SPSS Output

Results exhibited in the above table shows that service quality accounted for 35.6% (i.e adjusted R^2=0.356) of the variance in customer patronage of banks in Benue State of Nigeria.

There was a weak relationship between the research variables in question (R^2=0.172). However, the F statistics is significant at 5% (i.e F=24.11) which portrays the fitness of model whilst Durbin Watson statistics is 1.928 suggesting absence of auto service correction as well as fitness of the model.

Table 2: Multiple Regression Result (coefficient of service quality and customer patronage of banks in Benue State

Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	2.173	.227	.276	9.556	.000
service quality	.021	070		.293	.002

A Dependent variable: customer patronage

Source: SPSS version 20 outputs

The above table shows the results of the tested hypothesis. The result of the multiple regression analysis indicates that service quality could only explain 35.6% of the variance in customer patronage of banks in Benue State.

The result of the hypothesis indicates that service quality B=.276, P<0.03) were positively related to customer patronage of the banks in Makurdi, Gboko and Otukpo towns in Benue State.

Discussion of Findings

This research investigated the effect of service quality on customer patronage of banks in Benue State of Nigeria. The findings of the study show that service quality has a positive relationship with customer patronage of banks in Benue State. The empirical research leads credence to the opinion earlier expressed by Angelova & Zekiri (2011) that in today's competitive environment, delivering high quality service is the key factor for a

sustainable competitive advantage. The finding also agrees with Elmayar (2011), Julian and Ramaseshan (1994), Siddigi (2011), Spathis, Petridon and Glaveli (2004), that offering superior level of service quality will surely enhance the firm's image and acquiring new customers.

Conclusion and Recommendations

The study set out to investigate the effect of service quality on customer patronage of banks in Benue State of Nigeria.

Results show that good service quality has positive relationship with customer patronage of banks operating in Benue state of Nigeria.

Based on the findings of the study, the researcher recommends as follows:

1. Banks operating in Benue State should always be conscious of the fact that today's quality-seeking customer will not be satisfied if not well attended to.
2. The only way banks will have competitive advantage in the industry is by constantly serving their customer better than their competitors.
3. Banks should strive to improve on personal attention, pleasing manners, confidentiality and timely delivery of service to retain and attract new customers.

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DEVIANCE AS ASOCIAL PROBLEM IN NIGERIA AND ITS PANACEA

ONOJA, SUNDAY OGBU

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ABSTRACT

The paper assesses deviance and its various types as a social problem in different dimensions in Nigeria taking cognizance of its relative outlook in different communities. Various related concepts are classified along its significant effects on the community and on the general public. The paper suggests appropriate mechanisms for reducing negative effects of deviance which may stand as its panacea. The methodology adopted in this paper is "review" based on qualitative analysis along with personal observation of the researchers.

BACKGROUND OF THE STUDY

INTRODUCTION

Every society has culture. Sometimes we refer to some cultures as ideal and others as real. However, sociologists will always argue that ideal culture does not exist; rather it is the real culture that exists. Ideal culture here. therefore refers to perfect norms and values that ought to be followed in practice by a society. EJembi and Onoja (2013:50). It is an ideal culture because it is what makes a people to fihd meaning to life.

Deviance is a departure from living according to prescribed ways of the people. In essence, when we refer to the concept of deviance, we are

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already talking about abnormal behavior in a society or conducts that are different from the expected ways. There is no society where ideal practice is recorded, though it is the expectation of the people that the society should be ideal. It is only the real which is the practical display of actions of people that will be witnessed which is either good or bad. It is indeed the negative or positive attitudes of people from the normal behavior that is tagged as deviance.

Deviance implies invariably a behavior or attitude that is totally different from the normal and expected conduct of the people. Deviance as a social problem affects people generally in terms of negative consequences not only in Idoma nation alone, but as well as in Nigeria generally because it is all about abuses or deviation from the cultural norms of the people in the society.

CONCEPTUAL CLARIFICATIONS

A social problem: The problem that affects majority of the people in the society is known as a social problem. Examples of social problem are:- Poverty, Crime, Incurable diseases, Alcoholism, Unemployment and other similar social vices that mitigate against the smooth running of a society. These challenges cut across all spheres of the society while posing difficulties for cure.

Retreatism: Means deliberate non-performance of a role by a person in the society. It connotes total loss of value for the performance of expected roles assigned to Individuals, groups, and communities.

A Deviant: is one who violates or opposes a society's most valued norms. A deviant is one that consistently violates the norms and values of the society. A gay or a lesbian is a deviant who intentionally violates the proper code to sexual partnership.

Deviance: means an act of deviation from the accepted pattern of behavior. Any act, conduct, behavior or attitude which stands opposed to the accepted ways of aproup of people in the society is deviance. Criminals are people who willfully engage in acts of deviation and whose acts can be described as deviance. All acts of moral decadence can also be termed as deviance etc.

Panacea: can be explained to mean something that will solve all the problems of a particular situation.

STATEMENT OF THE PROBLEM

The major problem in this paper is that since deviance is a culturally determined concept, how can it be altered hence culture varies within Idoma nation, for example, if a particular community accepts an attitude as a normal behavior, another community may look at it as a retreatism or an abnormality. Another salient problem in deviance is that it results mostly from the diversities of the people and their cultures coupled with unhealthy social structures.

There is need for an existence of common unity of purpose. Progress and rapid development have direct links with minimum occurrences of deviance in the society, and similarly, the appalling posture of young people willing to oppose Law due to frustrations that have occurred from social malaise, warrants the need to curtail any tendency towards deviance.

Both Government and non-governmental organization, private and public Institutions must unite to address the stubborn tendency towards deviancy among the contemporary society.

THEORETICAL FRAMEWORK

The functionalist theory is adopted in this paper. The proponents of the theory were Agustus Comte (1798-1857) and Herbert Spencer (1820-

1903) who worked earlier on it. It was developed by Emile Durkheim (1858-1917) and Talcott Parson (1902 - 1979). In fact it was Parson who defined the theory. Functionalism which is also called structural functionalism became dominant around 1904s. Functionalism sees society as a social system that comprises of different parts which are interrelated and interdependent. The different parts of the society are religion, family, school/Education, Government/Politics and economy which are believed to perform different functions or have positive effects on the survival, maintenance and stability of the social system (Apeh, 2007). Each of the parts of the society works interdependently to produce an organic whole suitable for continuity.

However, sometimes if the above mentioned parts of the society do not work towards the maintenance and stability of the social system, it rather works against its stability as deviants seen as non-conformists of societal norms. If a family member is seen as a deviant, it means, that family is no longer working towards value consensus and pattern maintenance as the case may be. Much discussion on negative and positive sides of deviance as anchored on functionalism shall be done later in this paper.

There is no single orientation which can be universally applied to distinguish between good and bad, since it is relative to time and place. The purpose of this paper is to examine some nonconforming attitudes across Nigeria or in some parts of Nigerian states that are producing negative results identified in their magnitude known as deviant attitude or behavior in our society. The purpose as examined, will enable adjustment to be done or otherwise to improve the consensus value of the people towards the stability or rekindling Nigeria's values and ethics for sustainable development of the society and the social system. The research question in this article .is that if deviance as a social problem has not arisen in the Nigerian state, would we

have enjoyed a problem-free society? Or the society would have witnessed only a small size or a manageable percentage of social problems in the society? An attempt shall be made in subsequent discussions in answering the above questions. The hypothesis of this study reads (null hypothesis) "the various deviant attitudes in our society do not constitute to the higher degree of social problems in Nigeria".

The alternative hypothesis of this study "the various deviant attitudes in our society constitute to the higher degree or prevalence of social problems in our society of late". The discussion will be done on this later. From the foregoing, the significance of the study is to know whether some of our non-conforming attitudes in our society affect the social system or not.

LITERATURE REVIEW

The whole concept of deviance is a very difficult one to analyze because of its pattern of norm violation. The range of norms are specific such that religious norms give rise to heretics, legal norms to criminals, health norms to the sick, cultural norms to eccentrics and so on. (Scott and Marshall (2009).

Komblum (1997) defines deviance as behavior that violates the norms of a particular society. To him, differences exist between deviance and a deviant. Deviance can be something as naked or as wearing an old dress or a man becomes homeless etc, while deviant person by contrast is someone who violates or opposes a society most valued norms (taboo) this means the person in question may become a disvalued person and his disvalued behavior provoke hostile reaction, but note here, that deviance as a concept is relative and has no absolute definition.

The end results of deviance. most a times bring social problems in the society based on the researcher's observation from sources like the news media, Journals and books. The social costs of deviance range from Suicide,

Prostitution, Drug addiction, Alcoholism, Criminality etc, as mentioned above, it has negative consequences on the individual involved and the society generally. As complex as these social problems of deviance, attempts shall be mpde in this paper to bring out some suggestions to reduce the occurrence of deviance to a manageable proportion.

It has earlier been stated in this paper that all societies are concerned with problems of deviance which is known as an antisocial behavior and with the need to induce conformity amongst the individuals who might be inclined to deviate, as a result, the researcher is undertaking the review of the following concepts.

1) **Suicide:** According to Durkheim (1897) suicide can properly be explained only in terms of the society to which the individual who commits suicide belongs: Durkheim analyzes that the most highly integrated individuals are the least likely to commit suicide and also explains that suicide rates are higher among the singles, widows and divorced amongst the married. However, it is noticed that suicide is a form of deviance in Idoma nation with its negative consequence both to the individual family and the entire society as will be discussed later.
2) **Prostitution:** This may be said to be the act of sexual favour for financial rewards due to the woman in question. It has always involved the prostitution of women to men. Though male prostitution as social occupation around 1960 was not recognized as a deviant attitude in Idoma nation however, in recent time, it has become a non-challant and a "show" of "shame". The increasing level of religious preaching to increase the moral sanctity of the people acted or brought out the negative functions of prostitution and hence being derided in the society as an antisocial behavior. Sometimes past, 'in

Britain, Prostitution was seen as legal except soliciting in public. One of the major yardsticks like unemployment among the women, lack of education and rural skill acquisition are some of the reasons that gave rise to prostitution. Prostitution has become a basic social problem in Idoma community of late because some of its negative consequences include transmission of Human Immune Virus (HIV) and other infections to customers. It is on this note that prostitution has Pecome or being known as a deviant attitude for which care has to be taken.

3) **Drug Addiction:** The concept of drug addiction is delicate and unhelpful. These terms generally refer to consumption of illegal drug in any society at a giving time. People whose usage of drug differs from the socially acceptable pattern will 4e looked upon by the rest of the society as deviants. The drug taker himself will have a perception of him because the people will treat him differently based on his attitude. Most commonly used is cannabis but the greatest social concern is aroused by heroin, cocaine, amphetamine. Even though prohibition on/drug use are relatively recent, its use greatly affects the society based on the retreatism associated by the drugs takers for example, some drug takers under the influence of drugs, soliloquy, go naked n the streets, mental imbalance cases, etc. drug addiction is the taking of drugs without recurs to the doctor's prescription. The consequence is on the individual as well as on the entire society.
4) **Alcoholism:** The World Health Organization defines alcoholism as: "The excessive drinkers whose dependence on alcohol has attained such degree that they show a noticeable mental disturbance or an interference with their mental and bodily health, their personal relations and their smooth social and economic functioning, or who show the prodromal signs of such development". It should be noted that the drinking of

alcohol is a popular practice in the leisure time of most cultures at ritual ceremonies. However, some cultures forbid alcohol for reasons of religion, for example Muslims in the Northern part of Nigeria. Alcoholism was coined as a term to denote a special medically diagnosable condition of serious dependence upon or addiction to alcohol. Alcoholism has been described in terms of a disease, a genetic disorder, a psychological problem, and as the product of the dysfunctional family. Alcoholism has a greater linkage to deviance in the Nigeria society. This steps up from the heavy consumption of drinks which relate to petty and serious climes (raping, violent, motor accident, health problem) Etc. In all the nine Local Government Areas of Idoma community, alcoholic intake is of high rate among the people and the attendant deviant attitude mentioned above is attached.

5) **Criminality:** A crime is held to be an offence which goes beypnd the personal and into the public sphere, breaking prohibitory rules or laws to which legitimate punishments or sanctions are attached and which require the intervention of a public authority (Scott and Marshall (2009). It is a breach of an established law, Crime may be known only when it comes to the notice of administrative system reported by the police and become part of the criminal statistics. Crime is an antisocial behavior which is regarded as a type of non-conformity for which blame can be laid at the door of faulty socialization through family orientation or up bringing. These criminal tendencies include: domestic attack, attacks on ethnic. minority; indecent assaults; corruption, rape. The implications of the above criminal actions as a deviant attitude in the Nigeria society shall be analyzed in the discussion section.

DISCUSSION OF FINDINGS

It can be seen in this paper that the instrument of data collection adopted is the review of secondary materials and personal observation. Before any discussion is started here, it is pertinent to reflect once again on the research study question which this paper is posited on; "what is the extent of destruction that the activities of deviants are causing the Idoma community and Nigeria at large"? "Have there been any negative or positive effects of deviance recorded in Idoma Land"? The answer to the question may be yes of course as can be seen in the following discussions: one grave deviant attitude among our Nigerian citizens is corruption. This attitude ranges from dishonesty, through bribery, immorality, wickedness or unbelievable acts; the direct opposite of corruption is honesty. In a society where corruption has spread, so much will be filled with untrustworthiness, disaffection. In Nigeria there exist cheating. In some government ministries, in Nigeria, there exist cases of corruption ranging from the loss of millions of Naira as recorded recently in Petroleum and Finance Ministries.

Corruption brings about dichotomy and therefore it is a basic Social problem in the nation.

Suicide: One of the negative effects of Suicide includes mortal sin, societal calamity, homeless orphans suffering from economic and social needs and depopulation factor. As a result of the above mentioned negative factors arising from Suicide, it can be seen that Suicide is a deviant attitude which most communities do not treat with levity. In some parts of Igbo communities a person who commits Suicide is not touched or buried. Such a dead person can only be buried by a stranger (Achebe 1958). Some of the causes of Suicide are unemployment, (Wilkins 1978). However, Suicide is a serious non-conformity or a deviant attitude that is abhorred by many communities in Nigeria as a result of its negative consequences earlier mentioned.

Prostitution: prostitution is the provision of sexual favour for financial reward in almost every human society. Of recent prostitution has been recognized as a deviant attitude because it breaches the morality of the individual and reduces the cultural value of the society.

Some of the defects of prostitution are sexual transmitted diseases (STDs) labeling of the individual, decadence in the cultural morality of the society it should be noted here that prostitution as a deviant attitude cannot be practiced in some parts of Nigeria like the Northern part. In Idoma nation, prostitution is highly abhorred because of its abuse to the morality of people.

Drug Addiction: Is one of the deviant behaviors among people whose usage of drug differ from the socially acceptable pattern of which renders the user deviant. What makes drugs addiction a deviant behavior includes: going naked on the street, possession of mental disorder, etc.

A drug addict, patient who "while" capable of leading a useful and relatively normal life when a certain minimum does is regularly administered becomes incapable of this when the drug is entirely discontinued, Wilkins (1978).

Most at times, drug addict becomes alienated from the wider society and emotionally and socially dependent on the group of addicts and drug abusers of which he has become a member. This aspect of retreatism by the drug addicts can affect the society negatively. In every Nigerian community, there exist drug addicts which take drugs like Cannabis Amphetamine and LSD, Heroin, Morphine and Cocaine which often make them deviant later in life.

Alcoholism - as earlier discussed, when become an alcoholics he/she cannot voluntarily abstain from it, then alcoholism has supervened and symptom is now addicted. Alcoholism is a symbol of inadequacy and incomplete socialization is apparent. Investigations have confirmed that the background of alcoholics have history of broken homes, or have been brought up in

emotionally unsatisfactory circumstances. One of the effects of alcoholism is a constitutional disease allied to a personality disorder and_ regards the alcoholic as a person who is intellectually and physically adult but emotionally immature. In this case, an alcoholic can become a truant in his employment, can be divorcee, insult people any how; become irresponsible in his family and at times fight his wife often. Deviance arising from alcoholism of this nature is quite a social problem in most parts of Idoma communities and other parts of Nigeria too.

It should be noted here that some communities in the Northern parts will not allow alcoholic deviance because it is not permitted there for anybody to be a drunk or an alcoholic. This means that the concept of deviance is a relative term.

Criminality as a deviant behavior falls into the branch of deviance known as anomie which relates to a state of normlessness. Criminality as a deviant behaviour causes physical restlessness in the society, reduction of the dignity of the victim of crime etc.

In the light of the above, efforts should be put up by the government that every criminal attitude receives its appropriate punishment and that opportunity, should not be given to criminals to perpetuate their criminal tendencies.

REDUCTION OF DEVIANCE: A PANACEA TO NIGERIAN SOCIAL PROBLEMS

The research question in this paper says if deviance as a social problem has not arisen in the Nigerian society, would we have enjoyed a social problem-free society?.The response to this question is yes of course, most of the social problems like drug addiction, suicide, divorce, criminality, corruption;

prostitution and alcoholism with all its attendant consequences of retreatism in the value system of Nigeria society reduce the moral capacity of Nigerian citizens. They also reduce the development level of the nation as well. This means that from the observation of the researchers, the more society deviant attitudes are practiced, the more social problem will rise in the country, Igbo (2003). Therefore, the alternative hypothesis is adopted in this paper.

The following mechanisms may be adapted as panacea to deviance:

a) Appointment of social workers or a rehabilitation process through group therapy in an alcoholic group. This will help in discouraging deviants from alcoholism and made stabilized.

b) Passing of dangerous drug acts by the Nigerian National Assembly and acute enforcement of same to limit or discourage drug addicts going into drugs usage like cocaine, cannabis, amphetamines, and other psychedelic drugs.

c) Social structure of the society should be put in place to favour all categories of the citizens. This will reduce the destruction in the value and norms of the society. If the social structure is favorable the anomic suicide as a retreatism will not be entertained. In essence, and anomic state which there are anarchy, confusion and disorder, will always bring chances of deviance.

d) Avoiding alienation and isolation- mechanism should be put in place to ensure that people are not isolated but move in group and live in,group to avoid suicide and loneliness. One of the remedies of deviance is for the government of Nigeria to provide employment. The prostitutes, criminally minded 'individuals often complain that the state of their unemployment is the cause of their deviation from the value system. It means if they are engaged in paid employment, the rate of deviance and social problem will reduce.

e) Proper social control- the bond which some agencies like school, churches, mosques, family establish help so much to remedy non-conformity. These units- in society exercise some control over the behavior of their members and conform appropriately, but if otherwise, it means the society's hold on people becomes loose. Apeh (2007).

RECOMMENDATIONS

Family units should be closely provided for and well monitored by the Government so as to administer proper orientation of their children and other members. More viable opportunities should be created and made accessible to the average members of the society.

From the above adopted remedies, deviance can be reduced in order for the Nigerian society to witness a near morally sound society for the purpose of Rekindling Nigeria's values and ethics for sustainable development.

CONCLUSION

From the analysis of deviance, it has shown that most of the social problems in the Nigerian society emanate from people's deviant characters

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THE NEED FOR EFFECTIVE CITIZENSHIP EDUCATION AND NATIONAL DEVELOPMENT

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INTRODUCTION

This topical issue appeals to Nigerian citizens at this crucial epoch of her democratic experiment/ dispensation. Nigeria is a heterogeneous nation state with diverse culture, religion, ethnicity, language and economic; differences Nnoli (1976). It is an informed citizenship that can enhance a viable national Development. This can arise from the acceptance and demonstration of the individual rights, duties and obligations by the citizenry.

In this modern time it may be possible to achieve an enviable National Development using the yardstick of an effective citizenship education, on the other hand, it may be vice versa if the amount of citizenship Education inculcated into the Nigerian citizenry is not proper or resisted by the citizens of her government.

A a result of instabilities and crisis witnessed by Nigerians from the past, which has still continued it will be proper if citizenship education given a pride of place to enable the people make their own decisions, take i responsibility for their own lives and those of their communities. Citizenship Education has become of immense importance as it boosts National Development if we have listening leadership personalities that can assist the

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youth skills and values will enhance democratic life (culture), Alexander (2012).

CONCEPTUAL CLARIFICATION

An intellectual paper of this nature will however need some clarification of terms to have some words or terms explained for the understanding of the audience.

Citizenship: In political and legal theory, citizenship refers to the right and duties of the members of a city, that is an urban collectivity which was relatively immune from the demands of a monarch or a state, Scott and Marshall, (1994: 8o). citizenship may denote a word which defines the legal right as it belongs to a particular country. It can as well be explained to mean the state of being a citizen and accepting responsibilities and obligations within the community. It gives full political and legal status to the individual.

Citizenship Education: This is the study of the legal right in relation to the ways in which a citizen behaves as he struggles to help his community, Alexander, (2012).

The concept of Citizenship Education has been clarified to mean the education, processes of socialization and training of the citizens acquire the basic and holistic knowledge of the political processes as well as the various institutions of the state, Ogwuche, M.K. etal (2012). Citizenship education therefore is an educational process of inculcating information and ideas of values to the citizens to enable them understand their rights, duties and obligations vis -a - vis those of the government" ' ., in the state in which they belong.

Development: To some scholars, development means a progress of some kind. It is seen as a multidimensional process that change the economy, polity and the society or the countries in which it occurs (kambhampati,

2004). Some scholars view development as a process of expanding the real freedom that people enjoy. Development in human society is a many sided process. At the level of the individual, it implies increased skill and capacity, greater freedom, creativity, self-discipline, responsibility and material wellbeing, Rodney, (1927).

National Development: This means or embraces the ability of a country or countries to improve the social welfare of the people, Agbara (2012). This could be inform of providing social amenities like pipe borne water, quality education, good roads, electricity supply among numerous other social welfare packages. National development centres on the improvement or quality of the individual life that will in turn lead to national productivity. National development is therefore taken to mean the totality or the sum of structural changes that takes place in the economy with regards to increase in **income.** This requires the removal of major sources of constraints or restrictions, poverty as well as tyranny, poor economic opportunities, systematic social deprivation, neglect of public facilities and repressive state, Sen (2008). Walter Rodney looks at development as increased skill and capacity at the individual level. The real meaning of development is transformation. This means a change from a lower level to a higher one. It could be on economic indices, skill acquisition, political progress or social transformation. When positive development occurs, the lives of the people change for the better.

STATEMENT OF THE PROBLEM:

A sound and rapid National development and social wellbeing constitute the development imperative of developing countries of the world

since this forms the normative goal of the international community. In Nigeria and most other African countries the question arises; why, in spite of the introduction as well as teaching and learning of citizenship education are the National development efforts yet in abysmal state? What are the causes of frequent political tension, and instability, poor economy, insecurity and social disorder in Nigeria today?

In this connection, it is easy to establish a link between "citizenship education and national development" because it is meaningless to talk of sound national development in Nigeria in the absence of proper citizenship education. This is because when the people are not informed so many challenges and mistakes would be expected in our proceeding, we shall find the proper answer to these problems

OBJECTIVE OF THE STUDY:

The major objectives the paper is seeking to achieve are:

(a) To enhance Nigerian National development through the effective teaching of citizenship education on political institutions to the Nigerian citizens.

(b) To increase citizens understanding of their rights and the rights of others as enshrined in the Nigerian constitution.

(c) To teach civic education on patriotism and interest of participation in politics and nation building.

(d) To teach about the diversities of the Nigerian state to enable the people live in peace, Ogwuche, M.K. et al (2oo8).

METHODOLOGY:

The methodology adopted in this paper is the social survey using qualitative approach. Hamersley (1989) documentary sources and observation are equally adopted alongside by the researchers.

HISTORICAL AND THEORITICAL MATTERS

The contents of Citizenship Education. Citizenship Education is a course of study in both the schools and colleges in Nigeria. In the primary and secondary school, it is usually called civic education. Citizenship Education is meant to give general education to the citizens or the youths. It helps in socializing and training of the citizens to acquire holistic knowledge of the Nigerian society covering its political processes and the various institutions of the state geared towards having disciplined citizenry. It is as well an educational process through which information and experiences are inculcated into the students, youths and the citizens generally to enable them understand their rights, duties and obligations via the due processes of the law in the state. Citizenship Education draws most of the subjects in the humanities, like sociology, Economics, political Science, Anthropology, Geography History etc and hence covers a wide area in the bid to achieve its objectives. The educational orientations which citizenship education gives instill values, attitudes, believe customs and conventions of the community for further transmission to future generations, Ogwuche, Onuh and Oncja (2012).

This training is expected to bring loyalty, patriotism, patience, peace and harmonious relationship which would likely improve the country's national development, since ethno-religious squabbles, ethnic cleavages, cultural

diversities and the conflicting identities would be slowed down, thereby leading to proper national integration, unity and national development.

Major objectives of citizenship education include:

(a) Broadening of inter personal relationship towards national development
(b) Exposing the youth/students to the provision of the national constitution
(c) To expose the citizens to the political realities of our time
(d) To preach peace in the mist of ethnic diversities and other cleavages
(e) To introduce loyalty, honesty and tolerance to the students and the entire citizenry
(f) To increase the understanding of citizens' right and the civil rights of others as entrenched in the constitution
(g) To inculcate the students/citizens the spirit of patriotism towards nation building and national development
(h) To increase the youths level of consciousness and awareness of political happening in the democratic process.

Deriving from the above, one can assert that proper understanding and teaching of the curriculum of citizenship education will most likely stabilize and enhance national unity towards national development.

In course of this exercise, it is found that structural violence, corruption, mass illiteracy and lack of political consciousness, crime, poverty, leadership ineptitude, ethnic and religious conflict are plaguing Nigerian National Development.

ANALYSIS AND DISCUSSION OF FINDINGS

From the foregoing review, the question that is waiting for analysis is "what has been the level of Nigeria National Development" As the

researchers earlier on clarified some concepts including national development, it will not be out of place to re-echo to the listening audience that national development is defined as the ability of a country or countries to improve the social welfare of the people, Agbara, (2012). This could be inform of providing social amenities like pipe borne water, quality education, good roads, electricity etc. National development centres on the improvement or quality of the individual life that will lead to national productivity. In the words of Arnucheazi, (198o), national development can be taken to mean the totality of structural changes that takes place in the economy with regards to the increases in income.

Good Governance And Leadership In Nigeria; Implication For National Development

It is a common knowledge that good governance refers to a system of government based on good leadership, being responsive to the yearnings and need of the people, respect for the rule of law and due process, accountability of the political leadership to the electorates as well as transparency in the operations of government. Adherence to all these bring about excellent public service delivery in public sector governance and to the benefits of the citizenry.

Good governance again depends on the extent to which a government is perceived and accepted as legitimately committed to improving the public welfare and its responsiveness to the needs of its citizens, its competence to assure law and order and its ability to deliver public services, as well as its ability to create an enabling environment for productive activities and equity in its conduct. It could also be explained to mean the act of governance in which the aspirations and the yearnings of the people is the paramount

concern of the government that is in power. A responsible government that is responsive to the needs and feelings of the governed. Ogwuche, (2oi2).

On the contrary, it has been found that the Nigerian leadership does not reflect the above; hence inspite of the level of teaching and learning of citizenship education good governance is yet elusive in our society: - _ , leading to unimproved National development.

Ethnicity and Religious differences in Nigeria: implication for national development, most students of the African political science and citizenship education agreed on the fact that both ethnicity and religion are the most dangerous threats to the attainment of national development and democracy in Nigeria and Africa in general. An attempt at defining them remains largely illusive. Nnoli first established the theoretical framework for understanding the relations between ethnicity and other aspects of our social and political lives. The confusion surrounding the discourse has been seen progressing from tribe to ethnicity. within this concept, there are other forms Of its expressions. According to Nnoli, while ethnocentrism.....

> *Is attitudinal inform and perceptual in content ..... members Of a group are ethnocentric when they are proud of it and*

Consequently inward looking. Their attachment to and pride in the group reflect their ethnocentrisms.

This has been observed to have dealt a blow of defeat to national integration and national development in Nigeria. It implies a situation whereby the people are constantly conscious of their divide and are proud of these differences that is encompassed in ethnicity. many atimes even political parry formations, affiliations and patronage are informed by these

differences, negative and crippling factor for, national development. On ethnicity, he further observes that:

> *Ethnicity on the other hand includes these attributes. it does not in value the demand for a foreign status or the use of state apparatus on behalf of an ethnic group to the exclusion of others, or the incorporation of an ethnic group into a political society.2*

It has been observed that it is the relationship between ethnic groups in a given polity that produces ethnicity, Alubo, (2008).

On the definition of *Religion*, an explanation of it within the context of a set of rituals by which the human being relates with the higher being has come to be accepted while its derivation from the Latin word religare (to bind) has come to be understood as reflecting the effort by fallen man to reestablish contact with his creator. Given secular nature of the Nigerian state there has been a continuous abuse of the natural crave by the fallen man to re-establish contact with his creator. Rather what obtains in Nigeria is to implore the use of religion to further polarize and destroy the secular nature of our state thereby defeating national development. It is equally noteworthy that the absence of peace and law and order do not spell health for any meaningful development and progress in any community or society. Kulmh, (2009) corroborates the above when he opines that "the problem with plural societies is the question of the multiplicity of identities most of which tend to become dangerous cleavages for violence or injustice".

Democracy And Development In Nigeria

On democracy, the late Claude Ake, arguably Africa's foremost political theoretician, noted:

> *Democracy has been defined with a profusion of meanings that verge on anarchy, libraries of controversy exist on the concept, theory and meaning of the practice of democracy. And the confusion continues to grow with the very attempt to bring clarity.*

On the surface, the mere thought of a combination of the elements of ethnicity, religion and democracy is enough to send shivers down our spinal cord. They are all highly emotive issues over which blood has been spilled, nations, cultures and hopes have been extinguished and now more than ever before, new wars are being plotted and executed. In the wake of the collapse of the cold war, there are many who would argue that there is an urgent need to renew the quest for a clearer understanding of these ideals.

Contrary to earlier projections, we have not, as Francis Fukuyama thought, come to the end of history. There are, however, those who now argue that the collapse of communism has merely opened up a floodgate of the beginning of new histories leading inexorably to a future which Samuel Huntington argues will be characterized by a clash of civilizations. The explosion and expansion of new wars for liberation now bears all kinds of names. But for most of the struggling peoples all over the world, democracy seems to be the answer to all the questions about change in their future. We are compelled to ask: Does democracy run the risk of becoming a mere fig leaf by which nations and civilizations now seek to cover their drive for

new conquests and territories or is democracy now seen as a "cure-all" drug?

Ever since the light of democracy was kindled as a result of the civil movements that brought down the walls of communism in 1989, the impression seemed to have been created that the fall of communism (notorious for its denial of freedoms) would naturally offer us the flip side: freedom. Unfortunately, those who had started dancing on the grave of communism were shocked when the nascent democracies put in place to replace communism barely survived their first terms in office. The next round of elections saw the communist wolves back in new sheep's clothing while division seemed to characterize the endless quest for new identities by nations hitherto held by the glue of ethnic, ideological or religious solidarity.

The implication deriving from the above discussion lies in the fact that democracy in Nigeria and Africa in general does not reflect the tenets/values of the people. There is abundance of massive rigging in the time of election at all levels. Intimidation, imposition of candidates, killing, maiming, deceit etc have become the hall of our democratic value, the Nation Newspaper of 6th February, 2011 on page 48.

National Ethics, Self-Reliance and National Development in Nigeria, Religious tolerance as well as dignity of labour: All these are calls for national cohesion, National progress, stability and development for all and sundry in the Nigerian political state.

In spite of all the above, what we witness and observe is abysmal failure in almost all facets of the value factors in our society. The problem is not farfetched as they are inherently located in the nature and character of the way and manner that we organize and operate our political system. The

attempt to stamp out grand corruption in many African countries, Nigeria in particular has turned out to be an abortive exercise because the nature of governance has remained undemocratic. Over the past several years, reform initiatives have been largely unsuccessful because they were implemented in an undemocratic governance environment which was not receptive to radical resolution of the general deterioration of ethical and accountability standards. Anti-ethical behavior and corruption measures will be effective only when our government show a firm political commitment to the principle and practices of ethical behavior and of good governance.

Anti-ethical and anti-corruption efforts must be backed by genuine political will if they are to stand any chance of proving effective. Most anti-ethical and anti-corruption crackdowns by our governments have been public relations exercises. Our governments have been seen to be reluctant to take action in cases of unethical behavior, corruption or mismanagement where there is no political benefit to the government. Political bosses have been seen interfering in the investigative process seeking leniency/clemency for friendsand political loyalists involved in acts of corruption and unethical practices.

RECOMMENDATIONS:

For citizenship education to make the desired impact and reposition of our society from the doldrums of violence, crisis, ethnic and poor economy as well as undemocratic governance but to impact positively on the citizenry and thereby engender national development, the followings have been recommended:

- Learning is an ongoing and a continuous process, we therefore recommend that the syllabus of citizenship education be spread to be taught across all levels in our institutions of learning,

- Character and moral orientation should be re-introduced and encouraged by all spirited agencies in our society.
- The socialization agencies especially the family and the church should as matter of concern live up to their religious duties and objective of character molding and instill discipline in the people.
- Leaders should ensure equitable and just distribution of the national resources within the political society.
- Good governance anchored on accountability, transparency, respect for the due process of the rule of law and prudent management of the nation's resources to meet the yearnings and aspirations of all and sundry should be the cardinal watchword of our leaders.
- We also recommend that citizens can also control indiscipline on a large scale by refusing to glorify and worship those that have come by wealth illegally or dubiously acquired. For all it takes they should condemn such people.

Conclusion:

Citizenship Education in Nigerian institutions is the socialization and training processes through which values, beliefs and the right attitudes are inculcated in the students and the entire citizenry so that a good society can be attained. What is taught in citizenship education is intended to compliment the whole effort that has been put in place at the informal educational process through the family, the church and all the other agencies of socialization of the human person within the society.

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EFFECT OF TQM PRACTICE ON THE FINANCIAL PERFORMANCE OF SMEs IN NIGERIA

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Abstract

The study investigated the effect of TQM practice on the financial performance of SMEs in Nigeria, and determines the relationship between the determinants of TQM practice and the financial performance of SMEs in Nigeria. The study used survey research design. In order to have adequate coverage, the study selected SMEs spread across the six geo-political zones in Nigeria. The target population for the study was 5,000 from the forty (40) selected small and medium scale enterprises (SMEs) in the productive and service sub-sector in the six geo-political zones of Nigeria. As a study with infinite population, a sample to population ratio of 1:50 was used. A random sampling method, which was judgmental, was used to select the SMEs to be covered. The study gathered data through primary source (questionnaire) and relevant literature from textbooks, journals, seminars and workshops materials. The study found that there is absence of positive autocorrelation among the explanatory variables. All the six independent variables appears generally weak from the Top Management Commitment (TMC), Employee Involvement and Empowerment (EIE) and Working Environment (WE) with negative signs and totally insignificants looking at their respective T-ratios. TQM practice is not only critical to the success of large firms. Its successful implementation is also significant for the financial performance of Small and Medium Enterprises. SME owner-managers should employ the best method to implementing TQM.

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INTRODUCTION

One of the most important technological innovations of the last decade has been the emergence of TQM solutions. According to Igili (2008), the continual wave of technological break-through and environmental turbulence have turned several firms into bystanders on the road to the future, and have made their structures, processes and skills become progressively less attuned to the ever-changing realities of the demands and expectations of present day consumers. In their previous study, Demirbag, Tatoglu, Tekinkus, and Zaim (2006) supported that quality management is one of the most important factors that can enhance meeting the demands and expectations of present day consumers.

In Nigeria today, large firms appear to have been distinguished by their successful implementation of TQM compared to Small and Medium Enterprises (SME). If Small and Medium Enterprises must survive the increasingly complex global competition, effort must be directed towards lowering operation cost and improving logistic. This is because business competition of today demands outwitting method and approach of enhancing customer's satisfaction, and customers are aware of rising standards, having access to wide range of products and services to choose from. Stevenson *et al.* (2009) states that TQM sees all organizational activities as a process aimed at customer's satisfaction. This induced industry to invest substantial resources in adopting and implementing total quality management (TQM) strategies. Salaheldin (2009) posited that TQM interventions or activities must be guided by four change principles such as work process, variability, analysis and continuous improvement. It has become essential for SMEs to develop an effective model of Total Quality Management (TQM) which is a customer centric, set of management policies, improve production, reduce

wastage that deliver quality, to attain a firm grip over the market share, continuously improving overall business performance based on leadership, supplier quality management , vision and plan statement , evaluation, process control and improvement, product design, quality system improvement, employee participation, recognition and reward, education and training , customer focus, positive effects on employee satisfaction, product quality ,customer satisfaction, and strategic business performance. In their study, Kumar, Choisne, Grosbois, and Kumar (2009) expressed that improvement in quality decreases waste, reduces costs, and raises productivity.

However, the implementation of TQM by SME owner-managers has become highly essential. Lack of product quality and/or service from SMEs could adversely affect their competitive performance and that of larger firms since they provide colossal amount of their direct input. The common belief is that SMEs are limited by their scope, and the TQM implementation may be affordable to the large enterprises. SME owners need to think outside the box, as competition gets tougher in the business environment. Boersma (1994) posited that investing in TQM implementation often implies a choice for a long-term effort that requires not only money, but a great deal of energy, management attention, patience, and tenacity.

Based on this discussion, the study designed some questions for which answers are pertinent:

What effect does TQM implementation has on the financial performance of SMEs in Nigeria?

What are the relationship between the determinants of TQM practice and the financial performance of SMEs in Nigeria?

The objectives of this study are to investigate effect of TQM implementation on the financial performance of SMEs in Nigeria, and determine the

relationship between the determinants of TQM practice and the financial performance of SMEs in Nigeria.

REVIEW OF RELATED LITERATURE AND THEORETICAL FRAMEWORK

Firms that have succeeded today understand the significance of TQM on business performance. They have continually focused on increasing their quality standards as a strategic approach to compete effectively. Ihemeje (2010) stated that high quality is to provide a sustained competitive advantage; enterprises must go beyond the skilled application of tools and techniques to include a shift in values, beliefs, assumptions and premises guiding organizational activities. Total quality management needs to be integrated into everything the business does (Robert, Rami and Krishnan, 2012).

CONCEPT OF TOTAL QUALITY MANAGEMENT (TQM)

Total Quality Management (TQM) is an endless journey in pursuit of a delighted customer. In recent years, the word "quality" itself has changed meaning. It has come to mean more than the reliability and price/performance of a product or service, as essential as those are. It encompasses every aspect of customer satisfaction, including how fast a solution is delivered, its usability, availability of support, efficiency of service, and even the simplicity of bills and prompt, courteous telephone responses. This is why TQM has been described as a "hazy, ambiguous concept" (Dean and Bowen, 1994) and a "notoriously imprecise term" (Hill and Wilkinson, 1995).

According to (Imaga, 2000), Total Quality Management (TQM) is an integrated organizational effort designed to improve quality at every level.

Kumar *et al.* (2009) cited in Abdullahi Rosli (2011) defined TQM as the holistic management approach that integrates all the organizational activities to satisfy customers needs and meet their expectations towards achieving overall organizational objectives. Dayton (2003) viewed Total quality management (TQM) as an organization wide approach that focuses on producing high-quality goods and services, of which it properly used, is an integral part of an organization, not a separate stand-alone program, and it encompasses all of the functional areas and levels within the organization, including suppliers. The new concept of quality which is TQM is proactive, designed to build quality into the product and process design (Mersha, 2000). It is a company wide approach to quality, with improvements undertaken on a continuous basis by everyone in the organization (Dale, 1999). Total Quality Managements (TQM) is a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer, satisfaction (Stevenson, 2009). TQM is the mutual co-operation of everyone in an organization and associated business processes to produce products and services, which meet and hopefully, exceed the needs and expectations of customers (Dale, 1999).

EFFECT OF TQM ON THE SMEs PERFORMANCE

Abby (2001) stressed that empirical evidence also supports the assertion that implementation of TQM improves the profitability and competitive position of the organization. This implies the likelihood that the same implementation of TQM on the performance of SMEs. The following empirical evidence among others reveals previous effort and findings on the effect of TQM implementation on the performance of SMEs:

In a survey of the SMEs and large U.S. firms, eight out of every ten respondents indicated that the introduction of TQM had a positive effect on

productivity, speed of response, quality of product and service, and customer services (Mohraman, Tenkasai, Lawller and Ledford, 1995).

The study conducted by the USA's General Accounting Office and reported by (Garvin, 1991), and the study of 29 UK companies by (Zairi, Letza and Oakland, 1994), also showed a positive link between TQM and SMEs performance.

Phillips, Chang and Buzzell (1983) concluded that in the long run the relative perceived quality of SMEs' products or services relative to its competitors is the most important single factor affecting its performance.

Apart from the effect of TQM on the performance of SMEs as discussed above, there are also both extrinsic and intrinsic impacts of TQM on SMEs performance as discussed below:

a. Extrinsic Impact of TQM on the Performance of SMEs

The extrinsic benefits of total quality management (TQM) are commonly known in the form of real economic benefits such as the reduction of costs and lead time and the increase in product profitability and market shares. Hansen (1994) in (Carlos, 2002) pointed out that the main economic benefits of TQM is the increase of the gain/cost ratio. Gains are increased mainly through the marketing of new products and services as well as the improvement of existing products and services. On the other hand, costs of various kinds can be reduced.

In 1950s, Deming pointed out the chain reaction model involving quality, productivity, lower costs, and market captivation during his lectures in Japan. According to Deming (1986), the improvement of quality leads to decreased cost due to less rework, fewer mistakes, delays snags and better use of machine time and materials. This in turn leads to improvement productivity, followed by the captivation of the market with better quality

and lower prices. The organization is thus able to stay in business and to provide more and more job opportunities (Deming, 1986).

b. Intrinsic Impact of TQM on the Performance of SMEs

Kano (1994) suggested two fundamental impacts of TQM. Firstly, is the creation of product and service quality, which aims to contribute to others. Secondly, the improvement of employees' and workers' quality of work life. As TQM is everybody's job, a quality work life, allowing employee and work participation, helps to uplift sense of belonging and motivation. As reported by Hackman and Rud (1998), in Carlos (2002), most TQM organizations create employee suggestion systems and have quality meetings between managers and employees. The aspiration to involve everyone in quality is reinforced through the celebrations of quality-related events. Total quality management (TQM) recognizes that people are motivated by something more than economic benefits. The old economic model of the firm which only focuses on profit maximizations and personal goal satisfaction should be abandoned. The new TQM paradigm envisages a convergence of the long-term interests of employees, customer, shareholders, management, and stakeholders (Carlos, 2002). By improving quality, the organization creates a secure future for it sets and its employees (Carlos, 2002). In line with the transcendent view of quality, quality is a from perfection that has intrinsic value. A quality product is a work of art in the sense that it embodies the human quest for perfection. TQM therefore, represents a return to the values of craftsmanship that have fallen victim to twentieth century management methods (Grant *et al.*, 1994) in Carlos (2002).

In an empirical study of quality motivation by Cheng and Chan (1999), in Carlos (2002), the authors identified two main quality motivators. The first factor focused majorly on the improvement of work efficiency, effectiveness, and reducing scrap and rework in the production process and hence the

benefits to the company. This factor was named the "technological" dimension of quality motivation. The second factor was mainly concerned with personal career development and the enhancement of interpersonal relationships and was named the "humanistic" dimension of quality motivation. Cheng and Chan's empirical study the impact of ISO 9000 have appropriately pointed out the use of TQM to create both extrinsic and intrinsic or behavioral outcomes.

It can be seen from the above views expressed by the various testifiers, observers and researchers that the results of TQM and continuous quality improvement are not measured in monetary gains alone, but also in terms of the organizational culture, environment and morale, teamwork and people development and participation.

Theoretical Consideration

This study adopts Kano Theory (1994) which suggested two fundamental effect of TQM.

The creation of product and service quality, which aims to contribute to others.

The improvement of employees and workers quality of work life.

As TQM is every body's job, a quality worklife, allowing employee and worker participation, helps to uplift sense of belonging and motivation. The Kano model is a theory of products and service design developed by Noriaki Kano (1994) a Japanese Professor, who offered a perspective on customer perceptions of quality different from the traditional view that "more is better". Instead, he proposed different categories of quality and posited that understanding them would better position designers to assess and address quality needs. His model provides insights into the attributes that are

perceived to be important to customers. The model employs three definitions of quality: basic, performance and excitement.

Basic Quality: refers to customer requirements that have only a limited effect on customer satisfaction if present, but lead to dissatisfaction if not present. For example, putting a very short cord on an electrical appliance will likely result in customer dissatisfaction, but beyond a certain length, adding more cord will not lead to increased levels of customer satisfaction. Note that features that are perceived by customers as basic quality result in dissatisfaction if they are missing or at low levels, but do not result in customer satisfaction if they **are** present, even at high levels.

Performance Quality: refers to customer requirements that generate satisfaction or dissatisfaction in proportion to their level of functionality and appeal. For example, increasing the amount of time house paint will last and will add to customer satisfaction. Performance factors can result in satisfaction or dissatisfaction, depending on the degree to which they are present.

Excitement Quality: refers to a feature or attributed that was unexpected by the customers and causes excitement. Excitement factors, because they are unexpected, do not result in dissatisfaction when they are absent or at low levels, but have the potential for disproportionate levels of satisfaction if they are present.

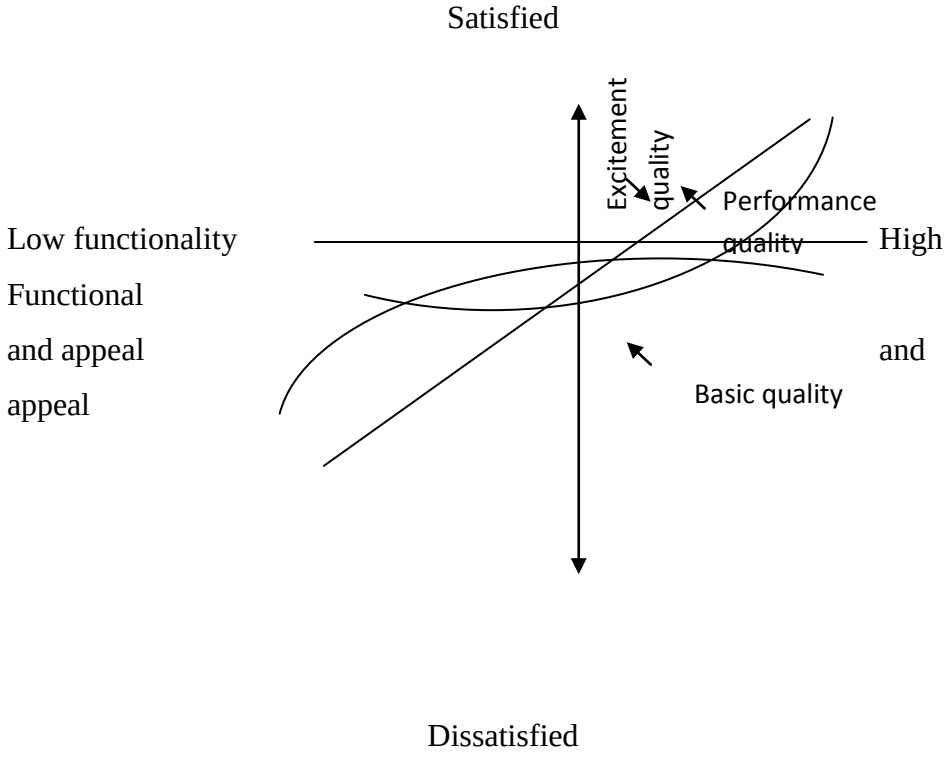
Over time, features that excited become performance features and performance features soon become basic quality features. The rates at which various design elements are migrating is an important input from marketing that will enable designers to continue to satisfy and delight customer and not waste efforts on improving what have become basic quality features.

The lesson of the Kano Theory (Stevenson, 2009) is that design elements that fall into each aspect of quality must first be determined. Once basic

needs have been met, additional efforts in those areas should not be pursued. For performance features, cost-benefit analysis comes into play, and these features should be included as long as the benefit exceeds the cost. Excitement features pose some what of a challenge. Customers are not likely to indicate excitement factors in surveys because they do not know that they want them. However, small increase in such factors produce disproportional increases in customer satisfaction and generally increase brand loyalty, so it is important for companies to strive to identify and include these features when economically feasible.

The Kano Theory diagram is shown in the figure 1 below:

Figure 1: The Kano Theory diagram.



Source: Stevenson (2009). *Operations Management*, New York: McGraw-Hill/Irwin Companies.

RESEARCH METHODLOGY

The study used survey research design. The study gathered data through primary source (questionnaire), and relevant literature from textbooks, journals, seminars and workshops materials. Two sets of questionnaire for both customers and the management staff of the SMEs were generated. A list of socioeconomic, demographic and attitudinal attributes, which are assumed to influence the level of participation, and which are meant to generate data for the stated hypotheses are applied in the questionnaire. Each attributes is made up of two or more mutually exclusive components which is referred to as "modalities". The study focused on both formal and informal organizations and aimed at management staff and customers.

In order to have adequate coverage, the study selected SMEs spread across the six geo-political zones in Nigeria.

Table 1: Population Frame

GEO-Political Zones	***States***	***Number of SMEs to be studied***
South- West	Lagos	12
South – East	Enugu	6
South – South	Rivers	6
North – West	Kano	6
North – East	Taraba	4
North – Central	Kogi	4
	FCT	2
Total		**40**

The target population for the study was 5,000 from the forty (40) selected small and medium scale enterprises (SMEs) in the productive and service sub-sector in the six geo-political zones of Nigeria. As a study with infinite

population, a sample to population ratio of 1:50 was used. Giving a population size of 5,000 SMEs, the total sample to survey was 500 from forty (40) SMEs, which is 0.1% of operators of SMEs in all the six geo-political zones selected across Nigeria. This percentage compares favourably with similar surveys with 250 enterprises in Enugu urban, which is about 0.033% of estimated 75,000 enterprise in Enugu State. Sookram, Watson and Schneider (2009) used 570 households, which is equivalent to 0.0005% of the study population. A random sampling method which was judgmental was used to select the SMEs to be covered.

TQM is represented by variables such as Customer Focus, Top Management Commitment, Supplier Relationship, Employee Involvement and Empowerment, Work Environment and Benchmarking. A linear multiple regression model was used to analyse the data collected. The following model was developed for the study:

$NP = \beta_0 + \beta_1 TMC + \beta_2 CF + \beta_3 SR + \beta_4 EIE + \beta_5 WE + \beta_6 BE + \varepsilon$

Where

NP = Non-financial performance

β_0 = Constant of proportionality

TMC = Top management commitment

CF = Customer focus

SR = Supplier relationship

EIE = Employee involvement and empowerment

WE = Work environment

BE = Benchmarking

ε = Error term

RESULT AND DISCUSSION

In this study, six variables were generated to explain the relationship between TQM practices and non-financial performance of SMEs as specified in the model above.

Table 2.1: (A) Regression Results Estimates

Ordinary least squares regression

Model was estimated Apr 17, 2013 at 00:25:30AM
LHS=NFP Mean = .3181250
Standard deviation = .7976789E-01
WTS=none Number of observs. = 16
Model size Parameters = 6
Degrees of freedom = 10
Residuals Sum of squares = .8655335E-01
Standard error of e = .8749477E-01
Fit R-squared = .7779218
Adjusted R-squared = .7031173
Model test F[5, 10] (prob) = .49 (.7745)
Diagnostic Log likelihood = 20.03583
Restricted(b=0) = 18.27144
Chi-sq[5] (prob) = 3.53 (.6190)
Info criter. Log AmemiyaPrd. Crt. = -4.553899
Akaike Info. Criter. = -4.592356
Autocorrel Durbin-Watson Stat. = 1.6071156
Rho = cor[e,e(-1)] = .4964422
Not using OLS or no constant. Rsqd & F may be < 0.

Table 2.1 (B): Extract from Regression Result Obtained from Limdep Statistical Software

Variable	*Coefficient*	*Standard Error*	*t-ratio*	*P[|T|>t]*	*Mean of X*
TMC	-.01879222	.01109539	-1.694	.1212	15.9875000
CF	.00796936	.00880429	20.905	.3867	21.6931250
SR	.00171091	.01112321	15.154	.8808	17.9487500
EIE	-.00267574	.00714811	-.374	.7160	18.0456250
WE	-.01022200	.00772821	-1.323	.2154	24.3556250
BE	.00975859	.01120659	.871	.4043	17.3487500

Source: Author's Computation using Limdep Statistical Software, (2013)

Table 2.1 (C): Regression Results Summary

Model	*R*	*R-Square*	*Adjusted R-Square*	*Durbin-Watson*
Simple Regression	0.30	0.78	0.70	1.607

Source: *Author's Computation extracted from regression result fromLimdep Statistical Software (2013)*

The model summary in the table above shows six independent variables (regressors) against financial performance. R (0.30) is the correlation of the six independent variables with the dependent variable, after taking into consideration all inter-correlations among the six independent variables. The model result equally shows the value of R-square as 0.78 suggests that 78% changes in the dependent variable is explained by the independent variables. The presence of 22% unexplained variation suggests that there are very little

other predictor variables which affect variations in the financial performance of SMEs in the business environment. The 1.607 value of Durbin-watson statistics signify that there is absence of positive autocorrelation among the explanatory variables. Essentially, the signs and magnitude of the regression results reveals much needed information about the status of TQM practice in Nigeria SMEs. The weak values of the beta coefficient and the insignificance status of some variables proved much of that.

As shown in the table 2.1B, the coefficient of all the six independent variables appears generally weak from the Top Management Commitment (TMC), Employee Involvement and Empowerment (EIE) and Working Environment (WE) with negative signs and totally insignificants looking at their respective T-ratios. It thus infers that these variables in question have negative relationship with the application of TQM in Nigeria. The values of beta – coefficient of Customer Focus (CF) and suppliers' relationship (SR) appears significant which substantiate the fact that speedy services aspect of TQM is in practice in Nigeria as profits oriented strategy. This finding is however contrary to that of Abby (2001), that TQM is capable of improving a firms profitability and competitive position in a turbulent economy.

Conclusion

TQM practice is not only critical to the success of large firms. Its successful implementation is also significant for the financial performance of Small and Medium Enterprises. Empirical investigation has proven that TQM affects the financial performance of Small and Medium Enterprises.

Six independent variables such as Top Management Commitment (TMC), Customer Focus (CF), Suppliers' Relationship (SR), Employee Involvement and Empowerment (EIE) and Working Environment (WE) are considered for TQM practice. Top Management Commitment (TMC), Employee Involvement and Empowerment (EIE) and Working Environment (WE) are

proven weak with negative signs and are insignificants. The implication is that these variables will often have negative relationship with TQM practice of SMEs in Nigeria. Meanwhile, Customer Focus (CF) and Suppliers' Relationship (SR) are significant for TQM practice by SMEs in Nigeria, and can often be used as profits oriented strategy.

Recommendations

SME owner-managers should employ the best method to implementing TQM. This will enhance increasing financial performance of SMEs in Nigeria.

SME owner-managers should pay more attention to Customer Focus and Suppliers' Relationship. This may enhance effective TQM practice and profit-oriented strategy needed by SMEs to compete effectively in the Nigeria business environment.

Various agencies of the government of Nigeria and trade associations in collaboration with foreign agencies that promote the practices and application of TQM should organize regular training for both the management and employees of SMEs and make them understand on the need for them to incorporate it in their daily operations.

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TQM PRACTICES AND CUSTOMER SATISFACTION AMONG SMALL AND MEDIUM-SCALE ENTERPRISES IN NIGERIA: AN EMPIRICAL INVESTIGATION

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ABSTRACT

This study focused on TQM Practices and Customer Satisfaction among Small and Medium-scale Enterprises in Nigeria. The study used survey research design. Primary data were collected through structured five-point likert scale questionnaire. The population of the study captures the management staff and employees population which totalled 5000; other sub-population is the selected SMEs customers. The sample sizes were 500 respondents from the management staff and employees of the selected SMEs, and that of the customers was 600. A random sampling method which was judgmental was used to select the SMEs covered. The study analyze data using descriptive and linear multiple regression model. The study revealed that TQM practices among SMEs in Nigeria have little or no effect at all on customer's satisfaction, retention and loyalty. Furthermore, findings shows that TQM practices among many SMEs cannot influences customers retention and loyalty. The study concludes that effective implementation of TQM can lead to customer's satisfaction. The study recommends that SME owners should be properly educated on the importance of TQM practices and awareness; that they should not only be on the management of quality as the only TQM determinants but should also incorporate training, customers focus, teamwork, suppliers quality, process and strategy management, as well as human resources management as part of their TQM policies and practices determinants; and that the government should stimulate and assist SMEs towards participating in improvement activities that will lead to excellence in customers' satisfaction.

Keywords: TQM Practices, Customer Satisfaction, Continuous Improvement, Quality Assurance, Customer's Relations, Customers Retention and Loyalty

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1.0 INTRODUCTION

The drive to satisfying customers around the globe has induced global competition. The quality of goods is determined by customers, thus customers are the only factor that can create competition among organizations. For organizations to compete effectively, Nkechi (2010) suggested the need to create new management based on total quality management. Demirbag, Tatoglu, Tekinkus, and Zaim (2006) stated that quality management is one of the most important factors in every organization. Successful enterprises understand the dominant influence customer-defined quality can have on business (Reid and Sanders, 2007). The consumers are the king and quality assumed the central determinant in consumption. If an organization does not consider quality, the customer will be dissatisfied. The outcomes of such an approach are lost customers and opportunities for rival to catch benefit of the market need (Reid and Sanders, 2007). If organizations served poor quality in organization the customer will be dissatisfied. (Demirbag et al, 2006).

However, paying serious attention to customers' needs made quality a priority. Reid and Sanders (2007) stated that it means meeting and exceeding customer expectations by involving everyone in the organization through an integrated effort. This integrated effort is named Total Quality Management (TQM). Conceptually, Ooi (2009) expressed that TQM is principles guiding managers in the adoption and maintenance of a culture of continuous improvement in the firm's processes and procedures. Demirbag et al. (2006) noted that TQM is a factor that can improve quality and a holistic approach in continuous improvement in all organizations.

Key issues regarding TQM are effective top management commitment, an effective steering committee engaged in policy and planning management,

real employee involvement, employee rewards and skills development, increases in stakeholders' satisfaction, profitability, market share and decreases in manufacturing costs, remaining competitive and ensuring business survival. For TQM to succeed, all the components within the organization must be collectively involved. When all the components within the organization are actively pursuing the goal of TQM, innovation, competitive advantage, and organizational culture are systematically enhanced. Total quality management is identified as an origin of innovation, competitive advantage, and organizational culture (Irani, Beskese, & Love, 2004).

Small and medium enterprises (SMEs) sector in any economy are seen as the bed-rock of such economy due to their importance in terms of employment generations, suppliers of both raw materials and semi-finished products to large organizations and part-way to industrialization among others. The products or services of these SMEs owners when produced are either being consumed by their customers or end users of these produced goods. Hence, for customers or end users of these products or services to enjoy value for their money, the output of these SMEs must be of quality, as quality remains the only focal point for any organization that wants to stand a test of time in this present competitive business environment. Though, the study conducted by Awan and Bhatti (2003); and Moosa (1999) have focused on TQM and customers' satisfaction, but their attentions majored on larger businesses. They have shown a positive relationship between the use of quality control procedures and the health of a small business. No attempt has, however, has been made to empirically investigate the extent to which quality and business improvement related activities are practiced in Nigerian SME to enhance customers satisfaction. Thus, this study intends to explore this gap, and equally compare TQM adoption among SMEs in Nigeria.

1.1 Objective of the Study

The main objective of this study is to empirically investigate TQM practice and customers' satisfaction of Small and Medium Enterprises (SMEs) in Nigeria.

To investigate the influence of TQM practices on customer(s) retention and loyalty among SMEs in Nigeria

To compare TQM adoption among SMEs in Nigeria.

2.0 LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Conceptual Framework on Total quality Management (TQM)

Total Quality Management (TQM) is an endless journey in pursuit of a delighted customer. In recent years, the word "quality" itself has changed meaning. It has come to mean more than the reliability and price/performance of a product or service, as essential as those are. It is more than a program. It encompasses every aspect of customer satisfaction, including how fast a solution is delivered, its usability, availability of support, efficiency of service, and even the simplicity of bills and prompt, courteous telephone responses. Total quality management needs to be integrated into everything the business does (Robert, 2012).

Total Quality Management (TQM) is different from the old concept of quality because its focus is on serving customers, identifying the causes of quality problems and building quality into the production process (Rosenberg, 1996). Seven features of TQM combine to create the TQM philosophy: customer focus, continuous improvement, employee empowerment, use of quality tools, product design, process management and managing supplier quality (Kitazawa, 2000). Total Quality Management

(TQM) is an integrated organizational effort designed to improve quality at every level (Imaga, 2000). The new concept of quality which is TQM is proactive, designed to build quality into the product and process design (Medori, 2000).

TQM requires that the principles of quality management should be applied in every branch, and at every level, in the organization with an emphasis on integration into business practices, and a balance between technical, managerial and people issues. It is a companywide approach to quality, with improvements undertaken on a continuous basis by everyone in the organization (Dale, 1999). TQM is the mutual co-operation of everyone in an organization and associated business processes to produce products and services which meet and hopefully, exceed the needs and expectations of customers (Dale, 1999).

Total Quality Management (TQM) is a philosophy that involves everyone in an organization in a continual effort to improve quality and achieve customer satisfaction (Stevenson, 2009). There are three key philosophies in the TQM approach (Stevenson, 2009). One is a never-ending push to improve, which referred to as continuous improvement, the second is the involvement of everyone in the organization, and the third is a goal of customers satisfaction, which means meeting or exceeding customer expectations.

2.2 The Philosophy of Total Quality Management (TQM)

What characterizes TQM is the focus on identifying root causes of quality problems and correcting them at the source, as opposed to inspecting the product after it has been made. Not only does TQM encompass the entire organization, but it stresses the quality in customer driven. TQM attempts to embed quality in every aspect of the organization. It is concerned with

technical aspects of quality as well as the involvement of people in quality, such as customers, company employees and suppliers. It is important to look at the specific concepts that make up the philosophy of TQM. These concepts and their main ideas are summarized below, (Juran and Gryna, 1980):

Customer Focus

The first and overriding feature of TQM is the company's focus on its customers. Quality is defined as meeting or exceeding customer expectations. The goal is to first identify and then meet customer needs. TQM recognizes that a perfectly produced product has little value if it is not what the customer wants. Therefore, we can say that quality is customer driven. However, it is not always easy to determine what the customer wants, because tastes and preferences change. Also, customer expectations often vary from one customer to the next. For example, in the auto industry trends change relatively quickly, from small cars to sports utility vehicles and back to small cars. The same is true in the retail industry, where styles and fashion are short lived. Companies need to continually gather information means of focus groups, market surveys, and customer interviews in order to stay in tune with what customers wants. They must always remember that they would not be in business if it were not for their customers.

Continuous Improvement

Another concept of the TQM philosophy is the focus on continuous improvement. Traditional systems operated on the assumption that once a company achieved a certain level of quality, it was successful and needed no further improvements. We tend to think of improvement in terms of plateaus that are to be achieved, such as passing a certification test or reducing the number of defects to a certain level. Traditionally, change for American

managers involves large magnitudes, such as major organizational restructuring. The Japanese, on the other hand, believe that the best and most lasting changes come from gradual improvements. To use an analogy, they believe that it is beer to take frequent small dose of medicine than to take one large does. Continues improvement, called kaizen by the Japanese, requires that the company continually strive to be better through learning and problem solving. Because we can never achieve perfection, we must always evaluate our performance and take measures to improve it. To take this study further, it will be necessary to probe into two approaches that can help companies with continuous improvement: the plan – do – study – act (PDSA) cycle and benchmarking.

The Plan-Do-Study-Act (PDSA): cycle describes the activities a company needs to perform in order to incorporate continuous improvement in its operation. This cycle, shown in figure 1 is also referred to as the Shewhart cycle or the Deming wheel. The circular nature of this cycle shows that continuous improvement is a never-ending process. The specific steps in the cycle are:

Plan: The first step in the PDSA cycle is to plan. Managers must evaluate the current process and make plans based on any problems they find. They need to document all current procedures, collect data and identify problems. This information should then be studied and used to develop a plan for improvement as well as specific measures to evaluate performance.

Do: The next step in the cycle is implementing the plan (do). During the implementation process managers should document all changes made and collect data for evaluation.

Study: The third step is to study the data collected in the previous phase. The data are evaluated to see whether the plan is achieving the goals established in the plan phase.

Act: the last phase of the cycle is to act on the basis of the results of the first three phases. The best way to accomplish this is to communicate the results in other members in the company and then implement the new procedure if it has been successful. This is a cycle, and as such, the next step is to plan again. After we have acted, we need to continue evaluating the process, planning, and repeating the cycle again.

Figure 1: Showing the Plan-To-Do-Study-Act



Source: Evans and William (1999). The management and control of quality, 4th ed. South-Western: Cincinnati.

Benchmarking: Another way companies implement continuous improvement is by studying business practices of companies considered "best in class." This is called benchmarking the ability to learn and study how others do things is an important part of continuous improvement. The benchmark of a company does not have to be in the same business.

Employee Empowerment

Part of the TQM philosophy is to empower all employees to seek out quality problems and correct them. With the old concept of quality, employees were afraid to identify problems for fear that they would be reprimanded. Often poor quality was passed on to someone else, in order to make it "someone else's problem." The new concept of quality, TQM, provides incentives for employees to identify quality problems. Employees are rewarded for uncovering quality problems, not punished.

In TQM, the role of employees is very different from what it was in traditional systems. Workers are empowered to make decisions relative to quality in the production process. They are considered a vital element of the effort to achieve high quality. Their contributions are highly valued, and their suggestions are implemented. In order to perform this function, employees are given continual and extensive training in quality measurement tools.

To further stress the role of employees in quality, TQM differentiates between external and internal customers. External customers are those that purchase the company's goods and services. Internal customers are employees of the organization who receive goods or services from others in the company. For example, the packaging department of any organization is an internal customer of the assembly department. Just as a defective item would not be passed to an external customer, a defective item should not be passed to an internal customer.

Team Approach

Team Approach TQM stresses that quality is an organizational effort. To facilitate the solving of quality problems, it places great emphasis on teamwork. The use of teas is based on the old adage that "two heads are better than one." Using techniques such as brainstorming, discussion, and quality control tools, teams work regularly to correct problems. The contributions of teams are considered vital to the success of the company. For this reason, companies set aside time in the workday for team meetings.

Teams vary in their degree of structure and formality, and different types of teams solve different types of problems. One of the most common types of teams is the quality circle, a team of volunteer production employees and their supervisors whose purpose is to solve quality problems. The circle is

usually composed of eight to ten members, and decisions are made through group consensus. The teams usually meet weekly during work hours in a place designated for this purpose. They follow a present process for analyzing and solving quality problems. Open discussion is promoted, and criticism is not allowed. Although the functioning of quality circles is friendly and casual, it is serious business. Quality circles are not mere "gab sessions." Rather, they do important work for the company and have been very successful in many firms.

Use of Quality Tools

TQM places a great deal of responsibility on all workers. If employees are to identify and correct quality problems, they need proper training. They need to understand how to assess quality by using a variety of quality control tools, how to interpret findings, and how to correct problems. Basically seven tools have been identified which can be use of quality tools. These tools are often called the seven tools of quality control. They are easy to understand, yet extremely useful in identifying and analyzing quality problems. Sometimes workers use only one tool at a time, but often a combination of tools is most helpful. These tools are cause-and-effect diagrams which are problem-solving tools commonly used by quality control teams. Specific causes of problems can be explored through brainstorming. The development of a cause-and-effect diagram requires the team to think through all the possible causes of poor quality; Flow chart (a flow chart is a systematic diagram of the consequence of steps involved in an operation of process). It provides virtual tools that are easy to use and understand.

Flowcharts: A flowchart is a schematic diagram of the sequence of steps involved in an operation of process. It provides a visual tool that is easy to use and understand. By seeing the steps involved in an operation or process,

everyone develops a clear picture of how the operation works and where problems could arise.

Checklist: A checklist is a list of common defects and the number of observed occurrences of these defects. It is a simple yet effective fact-finding tool that allows the worker to collect specific information regarding the defects observed. A checklist can also be used to focus on other dimensions, such as location or time. For example, if a defect is being observed frequently, a checklist can be developed that measures the number of occurrences per shift, per machines, or per operator. In this fashion we can isolate the location of the particular defect and then focus on correcting the problem.

Control Charts: Control charts are a very important quality control tool. These charts are used to evaluate whether a process is operating within expectations relative to some measured value such as weight, width, or volume. For example, we could measure the weight of a sack of flour, the width o a tire, or the volume of a bottle of soft drink. When the production process is operating within expectations, we say that it is "in control."

To evaluate whether or not a process is in control, we regularly measure the variable of interest and plot it on the control chart. The chart has a line down the centre representing the average value of the variable we are measuring. Above and below the centre line are two lines, called the Upper Control Limit (UCL) and the Lower Control Limit (LCL). As long as the observed values fall within the upper and lower control limits, the process is in control and there is no problem with quality. When a measured observation falls outside of these limits, there is a problem.

Scatter Diagrams: Scatter diagrams are graphs that show how two variables are related to one another. They are particularly useful in determining the amount of correlation, or the degree of linear relationship, between two variables. For example, increased production speed and number of defects could be corrected positively; as production speed increases, so does the number of defects. Two variables could also be correlated negatively, so that an increase in one of the variables is associated with a decrease in the other. For example, increased worker training might be associated with a decrease in the number of defects observed.

The greater the degree of correlation, the more linear is the observations in the scatter diagram. On the other hand, the more scattered the observations in the diagram, the less correlation exists between the variables. Of course, other types of relationships can also be observed on a scatter diagram, such as an inverted U. This may be the case when one is observing the relationship between two variables such as oven temperature and number of defects, since temperatures below and above the ideal could lead to defects.

Pareto Analysis: Pareto analysis is a technique used to identify quality problems based on their degree of importance. The logic behind Pareto analysis is that only a few quality problems are important, whereas many others are not critical. The technique was named after Vilfredo Pareto, a nineteenth-century Italian economist who determined that only a small percentage of people controlled most of the wealth. This concept has often been called the 80-20 rule and has been extended to many areas. In quality management the logic behind Pareto's principle is that most quality problems are result of only a few causes. The trick is to identify these causes.

One way to use Pareto analysis is to develop a chart that ranks the causes of poor quality in decreasing order based on the percentage of defects each has

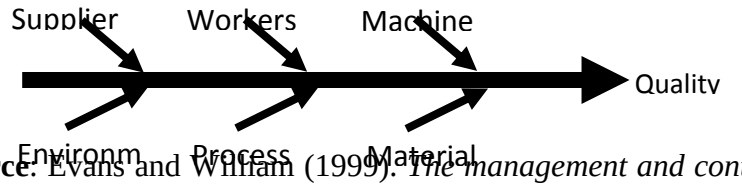
caused. For example, a tally can be made of the number of defects that result from different causes, such as operator error, defective parts, or inaccurate machine calibration. Percentage of defects can be computed from the tally and placed in a chart.

Histograms: A histogram is a chart that shows the frequency distribution of observed values of a variable. We can see from the plot what type of distribution a particular variable displays, such as whether it has a normal distribution and whether the distribution is symmetrical.

In the food service industry the use of quality control tools is important in identifying quality problems. Quality tools can be used to evaluate the acceptability of product quality and to monitor product quality from individual suppliers. They can also be used to evaluate causes of quality problems, such as long transit time or poor refrigeration. Similarly, restaurants use quality control tools to evaluate and monitor the quality of delivered gods, such as meats, produce, or baked goods.

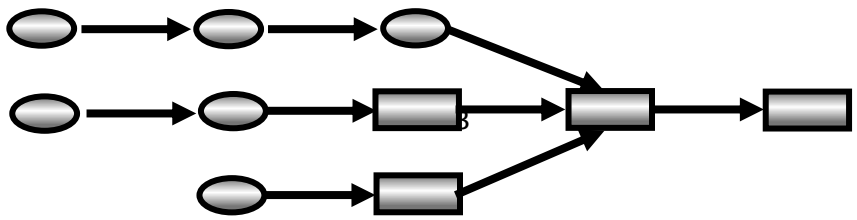
The diagrams below show the cause-and-effect, flow chart, checklist control chart, scatter graph, pareto chart and histogram.

Figure 2: Cause-and-Effect Diagram



Source: Evans and William (1999). *The management and control of quality*, 4th ed. South-Western: Cincinnati.

Figure 3: Flowchart



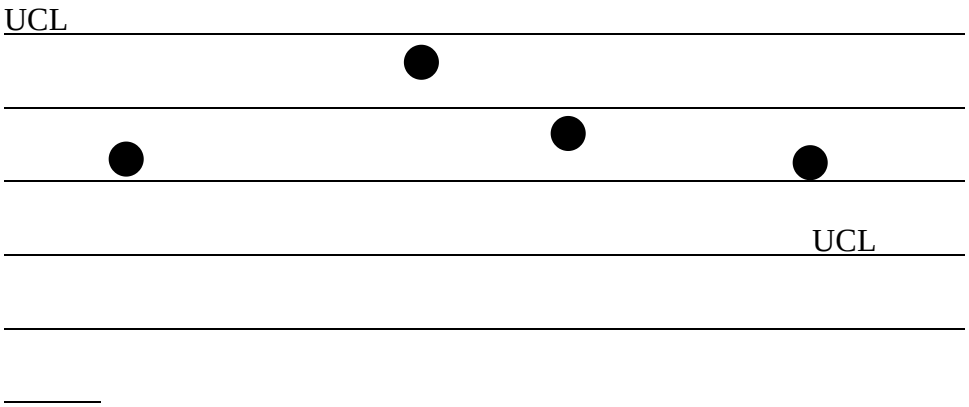
Source: Evans and William (1999). *The management and control of quality*, 4th ed. South-Western: Cincinnati.

Figure 4: Checklist

Defect Type		No. Of Defects	Total
Broken Zipper		√√√	3
Ripped material		√√√√√√	7
Missing buttons		√√√	3
Faded colour	√√	2	

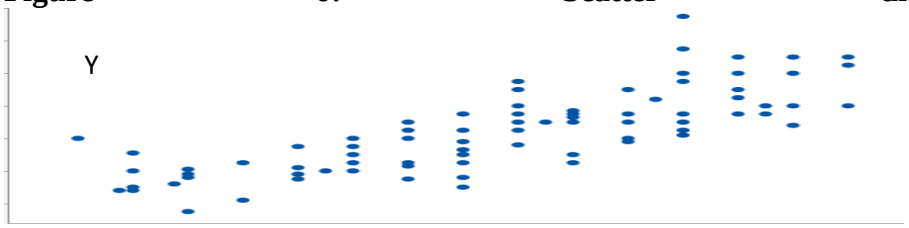
Source: Evans and William (1999). *The management and control of quality*, 4th ed. South-Western: Cincinnati.

Figure 5: Control Chart



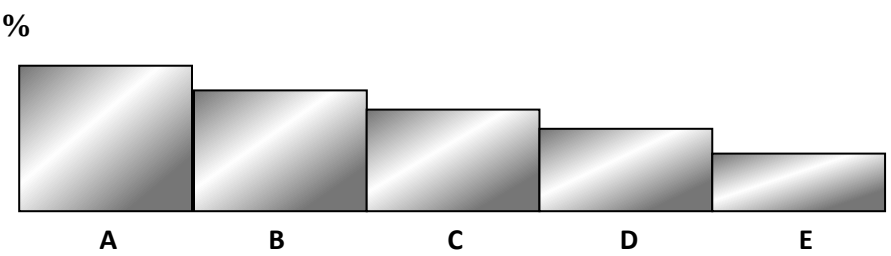
Source: Evans and William (1999). *The management and control of quality*, 4th ed. South-Western: Cincinnati.

Figure 6: Scatter diagram



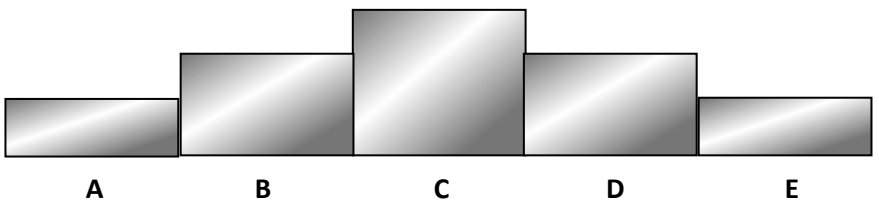
Source: Evans and William (1999). *The management and control of quality*, 4th ed. South-Western: Cincinnati.

Figure 7: Pareto Chart



Source: Evans and William (1999). *The management and control of quality*, 4th ed. South-Western: Cincinnati.

Figure 8: Histogram



Source: Evans and William (1999). *The management and control of quality*, 4th ed. Cincinnati: South-Western.

Do It right First Time and Every Time

This means avoiding network, detective work and their associated lost ad processes to doing the right things as seen from the customer's point of view.

Strengthen the Customer Supplier Chain

Effective TQM implementation requires a strengthening of the customer supplier chain to ensure the ultimate users get quality product or service. The customer receives input to be able to complete his job while the supplier provides such input. The quality of goods and services delivered by both the internal and external supplier will affect the quality of products or services offered users. Thus, it is important to strengthen each unit, department or

workgroup within the organization and a quality agreement must be reached with the external suppliers (Alege, 2001).

Investment in Training

Quality education is another imperative for the success of TQM. Both the senior and junior employees must be enlightened and educated on what TQM is all about. Ignorance of the subject matter of TQM should not be allowed to thrive in a organization which is customer oriented. Employee enlightenment ensures better commitment and success of TQM programme. Training also leads to increased efficiency. Dale et al., (1997) said, "it is evident that refresher training is required from time to time. And Gatchalian (1997) agreed with Dale et al., (1997) by saying, "TQM training is forever".

Talk With Fact and Data

Fact and data are essential indication making. They ensure objective, clear and understandable analysis of a problem thereby enhancing the quality of decision taken (Alege, 2001). Thus, as part of the quality enhancement process, management information, management judgement and management decision must be based on data and facts (Watanabe, 1999).

2.3 Problems of TQM Implementation

Companies have had various successes in the implementation of TQM. Some have been quite successful, while others have struggled. Stevenson (2009) opined that part of the difficulty in the implementation of TQM may be with the process by which it is implemented rather than with the principles itself. Among the factors cited in the literature are the following (Stevenson, 2009):

Lack of a companywide definition of quality: efforts are not coordinated; people working at cross-purposes, addressing different issues and using different measurements of success.

Lack of a strategic plan for change: without such a plan the chance of success is lessened and the need to address strategic implementations of change is ignored.

Lack of a customer focus: without a customer focus, there is a risk of customer dissatisfaction.

Poor intra organizational communication: The left hand does not know what the right hand is doing; frustration, waste and confusion ensures.

Lack of employee empowerment: Not empowering employees gives the impression of not trusting employees to fix problems, adds red tape, and delays solutions.

In ordinate presence of international politics and "turf" issues: these can sap the energy of an organization and derail the best ideas.

Lack of strong motivation: managers need to make sure employees are motivated.

Lack of time to devote to quality initiatives: do to add more work without adding additional resources.

To Dale, (1991) in Carlos (2002), on the difficulties faced by organizations in their quality improvement efforts, it was revealed that organizations found difficulties both in introducing and in sustaining TQM activities. In particular, the lack of top management commitment and vision and a "favour of the month" type of attitude are significant obstacles to introducing TQM. More so, pressures and constraints in terms of time, workload, and resources and lack of continuous commitment are main inhibitors to sustaining TQM (Carlos, 2002). Kanji et al, (1999), in Carlos (2002), using real life case of a medium sized service company, vividly illustrated 12 main pitfalls which affected the company's TQM implementation. All the problems actually started with the managing director, conforming the top management

commitment and leadership are the most important of all. These dozen of problems include the following:

Lack of constancy of purpose;

Failure to adopt a new philosophy;

Failure to institute change in the organization;

Refusal to provide industry recognized training to the workforce;

Management by fear and intimidation;

Barriers among departments;

Lac of a learning culture;

Unrealistic overwork;

Failure to make decisions based on objective evidence;

Not taking a company wide scope of quality improvement;

Putting teamwork to second importance; and

Policies create in secret.

3.0 RESEARCH METHODLOGY

The study used survey research design. The study gathered data through primary source (questionnaire), and relevant literature from textbooks, journals, seminars and workshops materials. Two sets of questionnaire for both customers and the management staff of the SMEs were generated. A list of socioeconomic, demographic and attitudinal attributes, which are assumed to influence the level of participation, and which are meant to generate data for the stated hypotheses are applied in the questionnaire. Each attributes is made up of two or more mutually exclusive components which is referred to as "modalities". The study focused on both formal and informal organizations and aimed at management staff and customers.

In order to have adequate coverage, the study selected SMEs spread across the six geo-political zones in Nigeria.

Table I: Population Frame

GEO-Political Zones	*States*	*Number of SMEs to be studied*
South- West	Lagos	12
South – East	Enugu	6
South – South	Rivers	6
North – West	Kano	6
North – East	Taraba	4
North – Central	Kogi	4
	FCT	2
Total		**40**

The target population for the study was 5,000 from the forty (40) selected small and medium scale enterprises (SMEs) in the productive and service sub-sector in the six geo-political zones of Nigeria. As a study with infinite population, a sample to population ratio of 1:50 was used. Giving a population size of 5,000 SMEs, the total sample to survey was 500 from forty (40) SMEs, which is 0.1% of operators of SMEs in all the six geo-political zones selected across Nigeria. This percentage compares favourably with similar surveys with 250 enterprises in Enugu urban, which is about 0.033% of estimated 75,000 enterprise in Enugu State. Sookram, Watson and Schneider (2009) used 570 households, which is equivalent to 0.0005% of the study population. A random sampling method which was judgmental was used to select the SMEs to be covered.

TQM is represented by variables such as Customer Focus, Top Management Commitment, Supplier Relationship, Employee Involvement and Empowerment, Work Environment and Benchmarking. A linear multiple regression model was used to analyse the data collected. The following model was developed for the study:

$NP = \beta_0 + \beta_1 TMC + \beta_2 CF + \beta_3 SR + \beta_4 EIE + \beta_5 WE + \beta_6 BE + \varepsilon$

Where:

NP = Non-financial performance

β_0 = Constant of proportionality

TMC = Top management commitment

CF = Customer focus

SR = Supplier relationship

EIE = Employee involvement and empowerment

WE = Work environment

BE = Benchmarking

ε = Error term

4.0 ANALYSIS OF DATA AND DISCUSSION

Table I: Determinants of Total Quality Management (TQM) in Nigeria SMEs

Variables	SD	SD %	D	D %	AV	AV %	AG	AG %	SA	SA %	Total	Total %
MGT. QLTY.	18	4%	0	0 %	36	8%	108	24 %	289	64 %	445	100%
EDU & TRAIN	0	0%	36	8 %	54	12 %	144	32 %	217	60 %	445	100%
CUST. FOCUS	0	0%	18	4 %	54	12 %	108	24 %	271	60 %	445	100%
MGT PROCESS & STRATEGY	18	4%	0	0 %	90	20 %	108	24 %	235	52 %	445	100%
HUMAN RESOURCES MGT	0	0%	18	4 %	36	8%	216	48 %	181	40 %	445	100%
SUPPLIERS QM	18	4%	0	0 %	72	16 %	108	24 %	253	56 %	445	100%

Source: Field survey (2013)

Table I shows the determinants of TQM variables in Nigeria. The analysis shows that, the effect of these variables speaks volume of how TQM will definitely ensure quality control target. Management quality capacity according to respondents has 64% strongly agreed (SA). The finding here

implies that the major determinant of TQM practices among the SMEs owners in Nigeria is that of management quality capacity with responses of about 64%, while we have a low mixed responses in other TQM determinants areas, like education and training of employees, customers focus, management process and strategy, human resources management, and suppliers quality management.

Table II: The Customers Views on Aspect of TQM in Nigeria SMEs

Variables	SD	SD %	D	D %	AV	AV %	AG	AG %	SA	SA %	Total	Total %
Quality Assurance Evidence	216	48 %	181	40 %	18	4%	18	4%	18	4%	445	100%
Customer's Relations	198	44 %	90	20 %	90	20 %	36	8%	36	8%	445	100%
Repairs	190	42 %	90	20 %	90	20 %	30	6%	42	9%	445	100%
Qualitative Product	216	48 %	215	48 %	10	2%	10	2%	0	0%	445	100%
Speedy service	36	8%	36	8 %	198	44 %	10	2%	90	20 %	445	100%

Source: Field survey (2013)

Table II above shows the views of customers on TQM practices. On quality assurance, 216 out of 445 representing 48% strongly disagree (SD) that quality assurance aspect of TQM is practiced among SMEs in Nigeria. 40% of the respondent equally indicated disagree (D) that quality assurance practice is absent. On the whole, 88% debunked the existence of quality assurance aspect of TQM practice among Nigeria SMEs. On customer's relations, 44% strongly disagreed its practice, while 29% disagree amounting to 64% out of 100%. The analysis is that customer's relation aspect of TQM is not operationalized among SMEs in Nigeria. Repairs and qualitative product equally failed the customer's attestation. 42%, 20% and 48%, 48%

stood for strongly disagree (SD) and disagree (D) for repairs and qualitative product respectively aspect of TQM practice among Nigeria SMEs. However it was speedy services that have average dominants response of the customers of 44%. This implies that on the aggregate, apart from the speedy service aspect of TQM practices, all other aspect is not in operation in Nigeria. The finding here is consistent with the finding of Olawole (2010), that in Nigeria as far back as in the 80s to date, only a handful of SMEs has been able to practice and implement the concepts of TQM successfully and as such, its practice in Nigeria is very low.

Table III: The SMEs Management and Employees Responses on the Effect of TQM Practices on Customers Satisfaction

Effect of TQM on Customer's Satisfaction	F	$\bar{x}$	%
All the time	53	0.11	12%
Most of the time	71	0.15	16%
Sometime	107	0.23	24%
Not at all	215	0.48	48%
	446		100%

Source: Field Survey 2013

Table III shows that TQM practice lead to customer satisfaction all the time with mean of 0.11 (12%), most of the time with mean of 0.15 (16%), some time with mean of 0.23 (24) and not at all with mean of 0.48 (48%). The analysis reveals that TQM practice has no effect on the customers' satisfaction. The dominant score of 48% signifies the non-applicability of TQM by Nigerian SMEs. The finding of responses on the effect of TQM practices among SMEs in Nigeria on customers satisfaction as reviewed here is however contrary to the finding of Demirbag et al (2006), that TQM has a great effect on satisfaction of customer as it is seen as a factor that can

improve quality, as well as holistic approach in continuous improvement in all organizations. Moreso, the finding here is also contrary to the finding of Kumar et al. (2009), TQM if effectively implemented can bring about both customers and organizations satisfaction, as it can lead to improvement n quality which brings about decreases in waste, reduction in cost of production, increases customers satisfaction and raises productivity. The finding is also contrary to the find of Yaser (2012) in his study that the application of TQM can increase the satisfaction of customer by providing preeminent products and services. The finding is also contrary to the finding of Saizarbitoria (2005), which stated that firms (SMEs) which have high quality of practicing TQM will achieve greater customer's satisfaction.

Table IV (a) (b) (c): The Paired T-Test

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1:	**TQM**	208093.3750	6	265386.72840	108343.67818
	Non-TQM	45135.8817	6	33219.93580	13561.98200

Source: Field Survey, 2013.

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	**TQM & Non-TQM**	6	087	132

Source: Field Survey, 2013.

Paired Differences

Paired Differences	t	df `	Sig. (2-tailed)

	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1 TQM – Non-TQM	162957.4933	243757.38160	99513.53433	-92850.19040	418765.17707	1.638	5	162

Source: Field Survey, 2013.

Analytically, a comparison of the Mean value of the TQM adopter SMEs 208093.375 (108343.68 standard error mean) is essentially higher than the mean value of non-TQM adopters SMEs of 45135.882 (33219.94 standard error mean). This implies that TQM has positive and significant effect on the SMEs that adopt it in Nigeria despite the negligible proportion of the numbers of SMEs that are currently adopting it. This finding align with the view of Saizarbitoria (2005) that firms (SMEs) which have high quality by practicing TQM will achieve greater customers satisfaction.

Results of the tests and analysis above in the tables iv (a) (b) and (c) reveals that 44% of the respondents agreed that below 10% customers were retained over the past two years; 32% attested that between 20-30%; 12% said it is between 40-60%; 8% agreed it is between 6 1-80%; while 4% said its between 8 1-100% of the customers that they were able to retained. This analysis shows on the aggregate that TQM practices at the moment among the Nigeria SMEs has no capacity to influence the retention of customers as 10% is insignificants to dominate SMEs management response. Meanwhile, results of the test as to whether TQM practices can influence customers loyalty, 79% of the respondents with a mean value of 0.70 were of the opinion that TQM practices has no significant effect on customers loyalty among SMEs in Nigeria. Essentially, it confirmed that customers are

evidently not loyal to SMEs firm in Nigeria partly because TQM is not even in practice as confirm by previous responses. This finding is however contrary to the finding of Killian et al. (2008), that implementation of TQM brings about increase in customer loyalty, which is evident in their market shares increases. The above results are also confirmed from the tests results obtained in table iv (a) (b) (c) with pair t-test (SD) of 33219.93580; pair samples correlations of 0.087 and pair differences of 1.638. All the above results shows weak magnitudes, meaning that TQM practices among these SMEs at presents cannot influences customers retention and loyalty.

5.0 CONCLUSION AND RECOMMENDATIONS

2.1 Conclusion

Management quality capacity is highly critical to the practice of TQM. Finding proves that management quality capacity is the major determinant of TQM practices among the SMEs owners in Nigeria. Though, other determinants are education and training of employees, customers focus, management process and strategy, human resources management and suppliers' quality management.

The quality assurance, customer's relations, repair, qualitative product and speedy service are found missing in the operational activities of SMEs in Nigeria. These aspects of TQM practice in Nigeria SMEs are probably affected by owners' orientation. Though, speedy service aspect of TQM practice appears to be embraced by some of these SME owners while other aspects are ignored.

The empirical result of this study ascends from the avoidance of TQM practice. Factually, it will have been expected that TQM practice enhances customer satisfaction all the time. Based on the empirical investigation, TQM practice is seen to have no effect on the customers' satisfaction. To

other firms, particularly the large ones, TQM is strategic to enhancing customers' satisfaction. The effective implementation of TQM can lead to customer's satisfaction. In addition, it can also lead to improvement in quality, decreased waste, reduction in cost of production and increased productivity. Furthermore, findings has proven that TQM has positive and significant effect on the SMEs (in terms of customers retention) that adopt it, but generally, TQM practices among many SMEs at presents cannot influences customers retention and loyalty.

2.2 Recommendations

The following recommendations are made that:

Quality education is imperative for the sources of TQM. The SMEs owners should be properly educated on the importance of TQM practices and awareness.

For the SMEs owners in Nigeria that try to practice TQM at the level of their own understanding and knowledge of TQM, their emphasis should not only be on the management of quality (like management by objective, leadership style etc) as the only TQM determinants but should also incorporate training, customers focus, teamwork, suppliers quality, process and strategy management, as well as human resources management as part of their TQM policies and practices determinants.

The work of TQM should not only be for management of these SMEs owners, but also for all employees, suppliers and others who deals with these firms either directly or indirectly, including the customers of these SMEs owners.

The government should stimulate and assist individuals and parastatals, non-governmental organisations to participate in improvement activities that will lead to excellence in customers' satisfaction.

SMEs owners should setup on appropriate feedback mechanisms to check the functioning of the TQM programme.

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ENTREPRENEURSHIP AND EFFECTIVE TIME MANAGEMENT: A ROUTE TO SUCCESSFUL VENTURE

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Abstract*:*

It is a truism that entrepreneur reaps numerous benefits from effective management of time. Effective time management starts with an understanding of some benefits that will come up from the ventures. So entrepreneur can determine what is most important to the success and growth of the venture and focus on those things rather than on less important or more enjoyable things. Few entrepreneurs can always make better use of their time with the assumption that the more they make use of this, the more they enrich their ventures as well as their personal lives. Time is the entrepreneur's most precious limited resources and it is a unique quantity as it cannot be stored, hired or rented or bought. It is totally perishable and irreplaceable. Everything requires time and it is very much important throughout the life of the venture or during the growth stage of the venture. Through management of time, entrepreneur must focus on the majors not the minors. It should be understood too that the consequence of poor time management can get out more valuable things from hand and always associated with less effectiveness, stress and living in the present rather than the future that is inability to plan for the future. Through effective time management, entrepreneur can eliminate the pressure that may likely come from the feeling or complaint of not having enough time. The entrepreneur will feel totally in control and will be able to make rational decisions without rushing through the process and this will invariably leads to a good or rational decision. This paper therefore examines the concepts of entrepreneurship, time management, benefits of time management to entrepreneurs and some of the roles entrepreneurs play in the societies. The essence of time management is embodied in an important principle that most entrepreneurs have to employ in starting the venture. It is particularly important for the entrepreneur to develop methods for handling recurrent situations. So, this paper adopted secondary sources of data collection. It is

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important for entrepreneurs to focus attention on time management to handle most important issues, even when under pressure. So entrepreneur must not take excessive time trying to make a small improvement in one area when time could be better spent in another. Therefore time must be valued by entrepreneur as well change any personal attitude and habits as needed.

Keywords: Effectiveness; Efficiency; Entrepreneur; High Productivity; Time Management.

Introduction

The management of time by entrepreneur is so crucial to the success of ventures. Today, entrepreneur is an innovator or developer who recognizes and seizes opportunities, coverts those opportunities into workable or marketable ideas, adds value through time, efforts , money or skills, assumes the risk of the competitive market place to implement these ideas and raises the rewards from these efforts.

In Nigeria, time wasting is a problem whether in the private or the public sector. Some steps have been taken by government to overcome time wasting in public services. Such efforts could be seen in the areas of public service rules, various seminars and lectures, training and workshops to fight tenaciously to see that there is tremendous improvement on the use of time and enhancement on productivity.

Yalokwu (2006) argued that time is like wind, time can be felt all around us, we cannot grasp it as something tangible, and nevertheless the use or wastage of time can be witnessed. We can see the effects of the proper use of time by humans all about us through the various objects created by man over all about us taking the organization time at will in Nigeria is always based on varying pretenses. The average Nigeria is attitudinally unprepared for punctuality at work. He believes he can report at his convenience and feel free to take break wherever he feels like. Some will even prefer to have rest and pause period and even remain idle and talk with their colleagues at will.

To manage time effectively, the entrepreneur needs to know, how his or her time is presently being spent. The small amount of time under entrepreneur control should be utilized properly. The entrepreneur needs to help members of the management team become more sensitive to the time management concept when dealing with other individuals in the company as each member of the management team needs to employ effective time management in dealing with other team members.

II. Conceptual Definitions

The great management Theorist Peter Drucker argued that time is the scare resource and unless it is managed nothing else can be managed. Looking at this, it is critical for entrepreneurs to organize their days to make sure they are doing the right things at the right time. That takes discipline but the pay-off will be less stress and a better managed more successful company.

Entrepreneurs need to realize that time is the one element they can't buy or borrow and it needs to be managed carefully.

Most individuals can be three or four times more productive without ever increasing the number of working hours, which reflects the basic principle that to do things right. This principle implies that the key to effective time management is prioritizing the items that should be accomplished in any particular time period. Instead, an entrepreneur typically established priorities that reflect his or her personality and values.

Time management implies planning the best use of time including cutting down on time wasting devoting more time to the really important issues, or jobs on hand and accomplishing a lot using the time available, Yalokwu (2006: 616).

Lassier (2008:113) defined time management as the techniques designed to enable people to get more work done in less time with better results,. Time is

a scare resource and people who effectively manage their time are usually more successful on the job and have a greater chance of career advancement.

Drucker , (1966:158) posited that time is totally inelastic, priceless, perishable, irreplaceable and incapable of being stored. It is a unique resource that represents the actual limiting factor in all organization.

Mali, (1972:2) asserted that time management is the timetable for blending the activities and operations of individual management to achieve long and short range sets off results. It is deliberate coordination of resources with the calendar for signaling individual managers to propose, act and accomplish at designated periods of time.

The new international webster's Comprehensive Dictionary (2003 edition: 1314) defines time as a definite portion of duration, a moment, period and season, or considerable period marked off by some special characteristics, era or the portion of duration allotted to some specific purpose as that human life or to any particular life, military service, a prison sentence etc.

In Taylors Principles of Scientific Management, it is crucial that the issue of time is emphasized. It was clear in his principle as he was passionately interested in the efficiency of working method. Experience of Taylor both as a worker and a manger has convinced him that efficiency and profitable operation would occur if workers put more than minimal effort into their daily work. He stressed further that if changes were to take place at the shop floor level, then facts would have to be done by studying the jobs of a sample of especially skilled workers noting each operation and timing it with a stop watch. All the unnecessary movement could then be eliminated in order to produce the best method of doing a job.

Despite the persistent calls to recognize the time wasters in the organization, some entrepreneurs are still in the habit of not recognizing these facts. And

for entrepreneurs to be successful in their business enterprise, the issue of time must be taken seriously.

Ronstadts 1984), sees entrepreneur as one who undertakes to organize, manage and assume the risk of a business, Kuratko & Hodgetts (1998) see entrepreneur as an innovator or developer who recognizes and seizes opportunities,, converts those opportunities into workable marketable ideas, add value through time, effort, money or skills, assumes the risk of the competitive market place to implement these ideas and realizes the rewards from these efforts.

From the above definitions of entrepreneur, one can see that the issue of time in entrepreneur's business enterprise is very crucial. If the issue of time is absent from planning it means such entrepreneur has already accepted failure in his business.

III. Identification of time robbers

The issue of time management has been a vital concern to any successful entrepreneur. It is evidently clear that time wasting and failures in business are caused by various factors.

Cole (1986:200) indicated the following as the time robbers: prolonged or unnecessary meetings with colleagues, interruptions from own staff, colleagues or boss, idle conversation in the sense of casual chit chat.

It could be asserted that one of the reasons entrepreneurs do not have better human relations is lack of time. If time is managed better, they will have more time to spend developing their businesses and creating a win- win situation.

Whatever the attributes or qualities of a successfully entrepreneur, or the quality of subordinate staff, one essential underlying criterion is the effective use of time. Many entrepreneurs who complain that they do not have

sufficient time may be because they have failed to organize themselves or their work properly to meet up with time.

Yalokwu (2006) gave the list of 'time robbers". The author believes that this list is not exhaustive but will put anyone on guard against influences that can steal his/ her precious commodity time.

He divided these time robbers into two groups under a table. These he classified as group "A" time robbers which are usually imposed by the environment where one works and group 'B" which are most often self-inflicted.

Table 1: Time Robber

Group A: Imposed From	**Group B: Self - Inflicted**
Interruptions	Failure to delegate
Waiting for answers	Poor attitude
Unclear job definition	Personal disorganization
Unnecessary meetings	Absent mindedness
Too much work	Failure to listen
Poor communication	Indecision
Shifting priorities	Socialization
Equipment failure	Fatigue
Disorganized boss	Lack of self-discipline
Red tape	Leaving task unfinished
Conflicting priorities	Procrastination
Low company morale	Outside activities
Untrained staff	Charttered workspace
Poor staff demand	Unclear personal goals
Lack of authority	Perfectionism
Inter-office travel	Poor planning
Mistake of others	Pre-occupation
	Attempting too much

Source: Yalokwu (2006:624)

Schermerhon (1989:129) posted that time trap, includes the following top "time wasters" people encounter in their work, telephone interruptions, unannounced drop- in visitors, meeting scheduled and unscheduled, lack of objectives, failure to delegate routine matters, indecision and procrastination, inability to say "no" and fatigue.

Ola (2001:160) cited the following as the causes of wasted time:

Coming late to work

Quitting the work early

Unnecessary extension of breaks

Visit during official hours

Loafing – walking around or sitting and doing nothing

In the Nigerian sense going to the mosque or praying for long hours etc

IV. Approaches to Time Management

Entrepreneurs must have a powerful set of time management skills. There are different scholars who have written on the approaches to time management. In this paper we shall make use of "Pareto principle' and Yalokwu approach. The two approaches are based on how to manage time effectively so that entrepreneur may be able to do more work in a shorter amount of time.

Pareto principle in relation to time management and productivity states that only 20% of your activity is responsible for attaining 80% of the overall result according to Jeanine Manigo (2015). This principle is one of the most important principles that relate to time management.

The Pareto principle states that only 20% of your activity is responsible for attaining 80% of the overall results. He gave the following example: If someone has 30 tasks to do in a day. 20% of these 30 tasks are only 20% x30=6 tasks.

This implies that only 6 of the 30 tasks will be responsible for contributing 80% completion of the goals. The other task 24 of them may only contribute

20%. It further implies that you only need to determine what are these tasks in your daily routine and then once you identify them you should give your 100% attention in completing these 6 "high – valued tasks".

Pareto went further to identify the benefits of identifying these "high valued" tasks thus;

First, it removes the "pressure" you normally encounter in your daily work routine. Aside from putting your 100% work effort on completing the entire 30 tasks, you only to focus and complete 6 of them, while you attain 80% project/ goal completion.

Second, it increases the quality of high- valued tasks because one devotes a lot of time doing it. Before he might only give an hour of that high valued activity because of the lack of priority and importance. Now he might be giving 3 to 6 hours of his time for that task. The result is high quality. And high quality output results to better work performance and higher customer satisfaction if you are working in the business/ manufacturing sector.

Third, it saves a lot of time by not doing unimportant work. A lot of activities one normally does in the day do not contribute significantly in achieving long term goals. For example, if you normally have 30 tasks, 24 of these tasks does not contribute highly in attaining your work objective. You will be wasting a lot of your time by doing this. Since time is gold, you must concentrate your effort in doing the most important and highly valued tasks in your daily routine which will have a high impact in your project/ goal completion.

It is certain to note from the above that entrepreneur cannot be successful if he does not plan. He cannot plan if he does not have goals and it will be difficult to formulate a set of task if he does not have a plan and a goal. These long term goals should be the basis for daily tasks.

These high- valued tasks can be identified. One can easily know these if the tasks contribute directly in attaining long term goals. For example supposing you are a running athlete, your long term or yearly goal is to complete a 42kilometers marathon less than 3 hours. And if you largely devote a lot of your time doing shopping, watching television, working for some other hobbies, then these activities are not considered as high valued because they do not help directly in attaining your goals.

Instead one should concentrate on daily routine than doing other tasks the daily running workout is a high valued tasks that can help attain the long goal. So one only needs to focus on the few important things that matter in life and those that are not important can be delegated or assigned to another person. This is purely an application of Pareto principle to time management.

Yalokwu (2006: 615) on the approach of time management based it on conventional approach and identification of priority. the conventional approach, according to him, emphasizes how to make use of the available stock of time in such a way that things get down faster, and goals are achieved over a relatively short time. Example of this is that, when Mr. 'A' completes a job in 2 hours while a worker B spends 3 hours. Then Mr. A is better in time management than Mr. 'B'. Most modern time management training courses and seminars emphasize this approach.

The second approach which is identification of priorities emphasizes the need for managers to find out what gives their workers inner satisfaction or peace and use these as pointers in allocating jobs to individual's workers. The approaches identify priority at the individual's level, select those valued most and spend time on them. As individuals, personal governing values are their highest priorities. It is noted that inner peace is experienced when it is needed to be experienced. This inner peace comes as a result of the concord between our values and our everyday engagements.

In actual sense, it is only with a judicious blend of both that corporate and individual's time management can be successful

According to Cole (1991: 202) a manager may improve his use of time through personal planning, target setting, negotiating with boss, client, colleagues, delegating tasks to own staff, developing personal priority and means for achieving them on the one hand, while on the other hand it implies identifying time wasting activities, considering hour best to minimize them in the light of the context and devising methods for dealing with them in practice.

Clarifying work objective and setting personal targets can help entrepreneur to focus attention on the parts of the job that really matter this process enables entrepreneur to see more readily what ought to be delegated to someone else, what needs to be negotiated and what priorities ought to be given to particular meeting and particular items of paper work.

In delegating a task, an entrepreneur is to all intents and purposes sharing the works. Although sharing should be done based on the confidence reposed in subordinates. But many entrepreneurs may not see this as an ideal thing and completely detest the idea thinking that initial stage of delegation takes time and effort and they prefer to do the tasks themselves believing that it is quicker. Another reason for not delegating work is about the risk involved. They have doubt in subordinate ability to carry out the tasks properly. Entrepreneurs who feel insecure in their roles worry about the delegation because they are responsible for either the failure or the success of the business.

Assertiveness can also improve the use of time. This enables a person to deal more effectively with interruptions. Assertion is defined as the capacity to express one's ideas, opinion, or feeling openly and directly without pulling down ourselves or others.

Assertive right according to Cole (1991: 205) is based on the fundamental notion that each individual adult is the ultimate judge of his or her own behavior. This implies taking personal responsibility for one's actions. Other rights include two which are particularly relevant to the effective use of time.

The right to say "no"

The right not to say no

The right to say no is difficult for most people to accept. They feel that they ought not to say "no" because it is uncooperative, selfish etc. Assertiveness training attempts to emphasize the importance for individual's rights of the capacity to say "no" without feeling guilty about it and points out that in saying 'no" we are rejecting the request not the person. This right can enable entrepreneur to fend off certain interruptions inflated on him by other and create more space for himself at work.

Entrepreneur should have reading skills. Being selective in reading is probably as important as being able to read faster. Entrepreneurs need to be able to identify what is essential reading, what is of marginal use/ interest. What is essential and urgent and what is essential and not immediate. If entrepreneurs are able to know all these they should be able to manage their time properly.

It is essential for entrepreneur to first realize in the course of improving the use of his time that there is problem. So it will be easy to isolate the time wasting activities, and finally tackle them in a systematic way by improving communication assertiveness skills to achieve results.

Mullins (1996: 460) pointed out that time is a unique resource you cannot rent, hire, buy or otherwise obtain more time. The supply of time, according to the scholar, is totally inelastic, totally irreplaceable and everything requires time. He mentioned clear objectives careful forward planning, definition of priority and action and the ability to delegate successfully.

Ola (2003: 16) viewed time wasting as a management problem and the techniques to tackle it begins with rebuilding the confidence of the group, motivation of the group and communication with all concerned. The reason for this is to bring back job enthusiasm to replace the tendencies to lateness absenteeism loafing and other tardiness. In this task, Communication is essential as it creates a receptive attitude and makes employees to see the need to put a stop to time wasting practices and aim at efficient performance.

To really check the time wasting, entrepreneur needs to play a great role on the business so that there could be a way of dealing with disorderliness and idleness. The chances of loafing and lateness will be reduced if the business is tight.

Training is another good way of reducing time wasting. It is actually believed that if entrepreneur can be equipped with training on the management of time to keep to rules, regulations and requirement of the business, definitely there will be beautiful results.

Entrepreneurs also need to be specific and definitive when planning as to avoid wasting of time.

V. Conclusion

Although a successful entrepreneur or his workers may possess some qualities, one essential underlying criterion is the effective use of time. With many entrepreneurs who complain that they do not have sufficient time, it may be a case that they have failed to organize themselves or their works properly.

If entrepreneur does not plan properly the way he manages his time he may find himself short of it just when he needs it most. Likewise, failure to manage his time can leave him so short of it that he then have to scramble in a last minute rush to get a really important job done. Entrepreneur as a matter of fact has to acknowledge the importance of finding a way to manage the

limited time as he does, he invariably takes control of time and this can make him improve his ability to focus. And with this ability comes enhanced efficiency because he does not lose momentum. It should be noted that the benefit of good time management skills is the benefit of good time ability to make better decision through effective time management; entrepreneur can eliminate the pressure that comes from feeling like he does not have enough time. Time management is the key to success to entrepreneurs as it will allow them to get things done as quickly as possible in their business world. If eventually entrepreneurs do not have control of the time they easily end up feeling rushed and overwhelmed and this can cause them failure to know how long it is going to take to complete a task. To avoid this stress, entrepreneur should learn how to manage their time.

In view of the above, it is easy to see the multiplicative effect of time management as it helps to accomplish more in a shorter period of time which invariably leads to more free time, reduced stress, helps to focus and leads to carrier success. This is therefore confirmed by David et al (1994; 97) that effective time management does not only help a person accomplish more in typical work day but also helps eliminate feeling of stress and overload that are so detrimental to personal accomplishment and satisfaction.

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