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EDITORIAL

Driven by curiosity and speculation as well as quest for new facts and principles, Pure Sciences stop at the development of general laws of nature and are less concerned with the practicality of their results or finds. Applied sciences take over from there, seeking the practical use of scientific knowledge and, therefore, forming the bridge between sciences and development. With the growth of the chemical and electrical power industries in the 19th century, scientific knowledge became of direct use in solving problems and the development of products.

The *Journal of Applied Sciences and Development* was born to publish materials on the areas bordering on the output of Applied Sciences as they relate to development of the society. It is a biannual published April and October beginning from 2010. However, due to high rate of rejection of low-standard papers, the two issues for a year could be published in one Volume, such as Volume 2 Number 1-2 of October 2011 and others. As usual, the current Issue, Volume 5 Number 1-2 of October 2014, is loaded with a variety of sound articles covering contemporary issues in Applied Sciences (including chemical weapons) and Development.

In the first paper, titled Colonialism: Effects on the Nigerian state, Yaki Katuka (PhD), Itodo, S.M. (PhD) both of the Department of Public Administration, Nasarawa State University, Keffi, Nigeria and Michah Okafor (PhD) of the Department of Accountancy, Nasarawa State University, Keffi, Nigeria submitted that colonialism is a reality that has come and gone, but its effects on the colonies are far-reaching. For Nigeria and most African states, colonialism was an aberration which transcends interpretation of the policy of dual mandate and also sowed the seed of aristocracy that brought about political domination over the so-called minority tribes in Nigeria. Therefore, there is the need for Nigeria and African countries to shun any form of neo-colonialism. This calls for academic discourse on how to remain independent and avoid neo-imperialism.

In the second paper, titled *The extention of the Technology Acceptance Model (TAM) to the adoption of the electronic Knowledge and Skills Framework (e-KSF) in the National Health Scheme*, Samuel Ebie (PhD) of the Skills Acquisition Centre, Federal University, Otuoke, Bayelsa State, Nigeria and Esther Njoku of the Faculty of Business and Society, University of South Wales Business School, Pontypridd, UK attempted the adopton of the UK-2004 model in Nigeria as a pay system intiative to simplify and modernise the conditions of service for nurses and other NHS staff, excepting doctors, dentists and senior managers who have a separate pay contract and appraisal system. In order to have a successful adoption of the e-KSF in NHS, the study suggests early user acceptance testing to reduce the risk of user rejection of the system, given the large investment this type of IT project entails. The study provides a foundation for future study on why using the e-KSF in the NHS is the way it is and how to improve the system design to encourage improved users acceptance and use of the system.

In the third paper titled, *Raw material development and utilisation for entrepreneurship development in Nigeria*, Helen Opigo and Samuel Ebie (PhD) both of the Skills Acquisition Centre, Federal University, Otuoke, Bayelsa State, Nigeria, discussed raw material development and utilization as a basis for economic development through entrepreneurship and small and medium enterprises (SMEs) development in Nigeria. SMEs have played and will continue to play significant roles in the growth, development and industrialization of many economies the world over. SMEs have performed below expectation in Nigeria due to a combination of problems. These include lack of equipment, which have to be imported most times at great cost. Inability of SME operators to penetrate and compete favorably in the export markets is another issue, which could be attributed to poor-quality products and ignorance of export market strategies. Other times, it could be networks or lack of appropriate mechanism and technology to process, preserve and package the products for export. Promoters of SMEs, therefore, should make available new methods of processing raw material occurring naturally in local environment as a basis for entrepreneurship development.

In the fourth paper, titled Hegemonic influences on organisations: Managing equality and diversity approach, Ebie, Samuel (Ph.D) of the Skills Acquisition and Entrepreneurship Centre Otuoke, Federal University Otuoke, Bayelsa State, Nigeria makes an attempt to contribute to hegemonic discuss in organisations. He explored the concept of ethnicity and reviews the Critical Race Theory before theorizing post-colonialism in the workplace. He concluded with the argument for the business benefits of effectively managing equality and diversity in organisations.

We thank all our esteemed contributors and enjoin them not to flag in their zeal for research and publishing, especially now that rejection rate appears to be growing. We must all not relent in our determination to use research and publishing to confront abounding development challenges in developing countries for the development of the total man. We welcome contributions from across the globe in all cognate disciplines (see *Call for Articles*), as we reiterate our commitment to delay-free and efficient processing of all submissions and their subsequent professional and competitive publishing in hard copy and online.

Best regards.

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COLONIALISM: EFFECTS ON THE NIGERIAN STATE

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ABSTRACT

Colonialism is a reality that has come and gone, but its effects on the colonies are far-reaching. For Nigeria and most African states, colonialism was an aberration which transcends interpretation of the policy of dual mandate and also sowed the seed of aristocracy that brought about political domination over the so-called minority tribes in Nigeria. Therefore, there is the need for Nigeria and African countries to shun any form of neo-colonialism. This calls for academic discourse on how to remain independent and avoid neo-imperialism.

***Key words**: Colonialism, Effects, Nigeria.*

Introduction

> *Our rule can only be justified if we can show that it adds to the happiness and prosperity of the people* - Joseph Chamberlin, 1895.

Prio to the advent of the colonial masters, Nigerian societies were in highest heavens. In every remote area in Nigeria, there was contentment, satisfaction and self actualization (Abba, 2006). No single village was underdeveloped and backward. None was living in perpetual insecurity and fear. Economic self-reliance, cultural civilization, spiritual fulfilment and political organization and sovereignty were the hallmarks of pre-colonial African societies, which lived under the wind of comraderie and brotherhood. There was also the wind of food governance blowing across the horizon of all Nigerian villages.

A vivid picture of colonialism motive reveals the perfection of the policy of dual mandate. It was a mere destructive exercise in terms of both human life and property. This paper is an attempt to x-ray the extent of colonialism motive and suggest the struggle of independence as a way of correcting the past and keeping neo-colonialism a-bay.

The concept of colonialism

One of the inescapable realities of the concept of colonialism is the inaccuracy of the definition by scholars. It is obviously clear that the dilemma in the understanding the concept is due to difference in perception by so called developed and underdeveloped scholars (the two worlds).

The Western metropole sees colonialism intellectually as the annexation and total control of other places or territories by another country. In the African perspective, colonialism is the domination of underdeveloped territory by a mere powerful country. Broadly speaking, colonialism arose as a result of stiff competition between European powers who were anxious to create new colonies for their countries and to sabotage the growth of Nigerian economy (Rodney, 1974).

European government and their trading companies have deliberately and systematically worked hard to bring about African underdevelopment. In a nut-shell, the motive of colonialism was to create economic dependency characterized by exploitation and imperialist domination. Therefore, colonialism could be seen as an investment of domination characterized by high demand of justice and independence of the governed.

Theoretical framework

The Dependency Theory postulated by Dale holds that:

> *Dependency on imperialism is seen from the perspective of underdevelopment and underdevelopment stress. History has also stress as a conditioning situation in which the specific histories of development and underdevelopment transpire in societies.*

Dependency is the motive and product of colonialism. It was purely a situation in which a group of countries had their economies conditioned by the development and expansion of another economy to which the former is subject. Dependency situation permitted colonial administration to impose conditions of exploitation on the colonies and to extract most of the domestically produced surplus, thereby occasioning underdevelopment of the host colony. This theory is predicated on the report of Raul Prebich that the wealth of poor nations tended to decrease when the wealth of rich nations increased. It follows that the poor performance in economic development of many developing nations, such as Nigeria, should be traced to decades of colonialism to British colonial overloads.

Dependency theorists conclude that the wealth and prosperity of the superpowers and their allies in Europe, North America and East Asia is dependent upon the poverty of the rest of the world, including Nigeria. As a wayforward, the West African economist recommends that poorer countries must break their trading ties with the developed world in order to prosper.

British colonial administration and tactics of dual mandate

There are various methods adopted by the colonialist in Nigeria to achieve the established goal. They include:

a) *The indirect rule*: British colonial authorities did not govern the territory alone, but alongside with the native traditional rulers. In the ancephallous society of the Eastern Nigeria, the natives rulers were warrant officers. In the North, where the Hausa-Fulani hegemony had long been established before colonial invasion, traditional rules became appendages and steps to the colonialist that also gave latitudinal powers to the leaders to administer as well as to collect taxes. This provided the ground for the transformational system of slave trade.
b) *Confiscation of land and segregation*: A deliberate colonial policy was segregation of the Hausa people and their physical separation from the people of other ethnic groups. Land was seized from same natives (Kazah, 2000). There was the process of land expropriation by the colonial authorities from Atyap peasants and giving it to the Hausa community, which also ignited ethnic identities.
c) *Involvement of special native in tax administration*: British colonial authorities also devised of allowing the native (traditional rulers) to collect taxes imposed on the natives. Some natives such as the Hausa (North), Yoruba (South) and Igbo (East) were granted preferential treatment in the collection of taxes.
d) *Trade by barter*: Trade by barter was approved in the case of natural resources in Nigeria. Therefore, crude oil was exchanged for other usable goods.
e) *Use of the military approach*: From 1900, Lord Luggard came in to embark on military campaign to unite the whole north (Ukaeje, 2001). This campaign was very successful. By 1903, most politics in the North had fallen to British rule. The British mission in the north was not to alter the existing traditional system, but to make it more humanic and democratic. Therefore, system of colonial administration made both the Emir (North), Oba (South), and

Warrant Officer (East) as agents, to ensure the transfer of allegiance from the Emirs to the British. Lord Luggard insisted on the military conquest as the dual mandate or indirect rule system.

f) Marginalization of tribes: Marginalization of tribes into Emirates brought about the situation of Bajju Community in 1922 and Gwong (Kagoma) in 1940. Bajju refused to pay taxes and to comply with forced labour. The uprising was controlled by quick intervention of the security forces (Noad, 1941).

g) *Institutionalization of courts in favour of Hausa aristocracy*: This came as native court (Buttner, 1977). Some British officers admitted the high level of injustice taking place in native court. In many districts, the litigation was such that where the two parties involved in a legal tussle were both peasants and common, the judges used ethno-religious identity to take sides. The native court was used as instrument to frame and deal with those who played active roles in challenging the misrule and oppression of the people, e.g. Zangon-Kataf of 1946.

h) *Gender oppression*: Women were treated as beasts of burden. Unlike the Hausa counterparts, the animist women were compelled to officially transport goods for the state as well as carry the loots of the ruling native authority officials and their heads (Noad, 1941). In reality, the enslavement of these pagan women can be more appreciated for what it was in the light that they were the ones providing so much labour in productive activities within the family chiefdoms.

i) *Competition of power*: The native authority had to compete with elite for power.

Obnoxious legacy

Nigeria, as a political entity, was conceived and delivered in 1914 by the British colonial masters, through the amalgamation of the then southern and northern protectorates by the order of council. Although before the amalgamation game plan, British colonial government had already directed and imposed nearly all measures of material development on peoples who were powerless to effect the course of events to any great extent and whose greatest efforts had previously been absorbed in the struggle for survival and subsistence of colonial administration as in the 1865 committee resolution to enslave the entire continent of Africa. The vaunted intention was to develop the British colonies, but the idea was just in theory and not in practice, as contained in forceful terms in the address of Chamberlin in 1895 to the House of Common (Nicholson, 1969).

Many colonies remained in condition of underdeveloped estates. They could never be developed without imperial assistance. It is absurd to apply to savage countries the same rules which apply to civilized portions of their kingdoms. Cases were of colonies which have been British colonies for more than 100 years, in which up to the present, British rule has done absolutely nothing to develop them. The British crown ought to be developed for the benefit of the population and for the benefit of the population outside.

In practice, Chamberlin's address was symbolic for the benefit of Nigerians and British colonialist, but a great deal of self exploitation at one end, a good selfish service at the other end rather than the perfected system of mutually profitable nicely balanced advantage, for which the policy of the dual mandate agitated.

The following are some of the corrosive legacies of the colonial rule:

i. *Debt and depression of the economy*: A Nigerian financial debt is hereditary from the colonial administration. Before 1900, Chamberlin collected the first loan in 1896 through the crown agents to build railway bridge in Ebute-Meta in Lagos Island to the sum of £255,000. He also obtained another loan of £792,500 through the mandate of the colonial Loan Act, 1899 for public works in Nigeria. British colonial administration did not clear the financial debt before the political independence of 1960.

ii. *Crisis of legitimacy*: There is nof fruition for the country's search for unity, development and progress since independence. Ukaege (2001) submits:

> *That the crises of effects of colonialism are classified into five particularly in developing countries of Asia, Latin America and Africa: rises of distribution, participation, integration, identification and legitimacy.*

These are the synergistic effects of colonial administration in Nigeria.

iii. *Educational standard*: Education is the tool for sustainable development. British colonial administration was totally not to liberate the mind, but to train clerical officers in 1944. Colonial Educational plan was also to weaken the enthusiasm of the indigenous nationals until the nationalist movement to conscientize the citizens to rebel on colonial educational plan. The Ashby Commission of 1959 was also established to address the issues on education by introducing approach which allowed a citizen to search for knowledge especially that of vocation or technology. In the 1970s, the Nigerian state adopted the expansionist approach by introducing 7-5-2-3 and Universal Basic Education of 6-3-3-4 systems. The alarming decline of educational standard is adduced to colonial legacy.

iv. *Ethno-religious identity*: The twin factors of tribe and religion define Nigerian political activities. Economic empowerment, political positions, school admissions, and marginalization are determined by ethnicity and religion. In Nigeria, political, social and economic lives of the people are tied to Hausa, Yoruba or Igbo. This problem is a construct of colonial legacy in Nigeria, which has affected the vision of Nigerian unity.

v. *Regionalization syndrome*: Regionalization was the administrative approach adopted after the successful amalgamation of the North and the South in Nigeria by Sir Governor General Lord Luggard in 1900. This polarization of the country gave birth to regional formation of political parties. National Independence Party (NIP) in the East was led by the former deputy National leader of NCNC. Others were United Peoples Party (UPP) and Action Group (AG) in the West and NEPU in the North. British colonial administration brought regional ministers as well as the nothernisation and Nigerianisation policy in the Nigerian public service. Political party today has regional reflection, especially in the North. The tension that has been heightened in the competition for the scarce resources in Nigeria, especially by the minority tribes, is a colonial legacy that marginalized the minorities to the advantage of the so-called majority tribes in Nigeria. According to Luggard (1900), "We hold these countries because it is the genius of our race to colonize trade and to govern."

vi. *Diplomatic war games*: Sir Lord Luggard introduced the Maxian gun invented in 1889 for colonial armies in Uganda and Nigeria. The purpose of the gun was to serve as a deterrent to any form of resistance or war between the great industrial powers. Guns were used indiscriminately by the colonial soldiers in the days of Luggardism.

Effects of colonialism on Nigeria

Many scholars have argued that colonialism simply destroyed the vestiges of democratic settings or culture it met in Africa and replaced this with a massively alienating bureaucracy under an all-powerful central authority. Carvidson (1991) calls this the curse of the nation state. Awa (1991) contends that beforee the colonial rupture, there was a well oiled system of indigenous governance in Nigeria in which various strata based on age, sex, ability and professional competence deliberated on all issues and reached democratic decisions.

It is also adduced that Africa has been bound to colonial authouritarism and poverty for a longtime since colonial incursion. Some endemic weaknesses caused to Nigerian state include the following:

a. *Structural change*: Colonization brought about structural change in Nigeria, such as urban development at the expense of rural development, which has led to substantial rise in inequality within the country. It has also brought suffering to agrarian society from a surplus labour.
b. *Technological stagnation*: Colonization stunts the technologies of growth of the state. Classical market shared optimism regarding the mission of colonialism in the occupied territories has undermined the possibilities of continued existence of some form of pre-capitalist social relations with territories. Colonization did not inject any form of technological industrialization, rather in the words of Rodney (1974): "Africa went into colonialism with a hoe and came out with a hoe; the only good thing about colonization was when it ended." He further opines that colonialism is rather

capitalism which failed to perform in Nigeria or Africa the task it had performed in Europe in charging social relations and liberating the forces of production.

c. *Mercantilism*: Colonialism mostly concentrated on trade- or export-led economy with a little attention on development of any form. Also, scholasticism became a dominant school on Christian ideology and ethics.
d. *Death of industrialization motive*: Economic growth of a nation could only be achieved through industrialization. In particular, growth was restricted by colonialist. Growth was squarely restricted by local institution and social attitudes, in terms of rate of savings and investments. The key to development providing for a massive injection of capital coupled with public sector intervention designed to accelerate the pace of economic development.
e. *Labour-employer relation*: The problems faced by most Nigerian workers today are a legacy of colonialism. Public servants stayed away from other colonial bosses, which created a gap, class and the structure of superior-inferior. Today major conflicts in organization or employer of labour could have a reflection of colonial legacy or effect on the Nigerian society
f. *Disruption of pre-colonial political system*: Colonial administration in Nigeria succeeded in regionalizing the country with little regard to ethnic linguistic boundaries. Also, it integrated people together without consideration to established borders and imposed alien models of governance. Colonialism polarized Nigerian or African societies and sowed the seed of political crisis and ethnic conflicts which destabilizes the country. Examples include the Boko Haram, ethnic militia, religious upheavals, chiefdom and other forms of agitation in the country.

g. *Cultural moral decay*: African cultural values system has been diluted by Western values. This calls for restoration of eroding cultural values through orientation and Nigerianisation of Nigeria globally.
h. *Corruption*: Colonialism left a legacy of corruption by encouraging vicious opportunities in former colonial masters' countries. Looters of African national treasuries lodge the money in the banks of the Western colonial masters and escape trial into those countries abroad. Reacting to repartration of some of such loots from foreign banks, LeMonde (1999) points out that, "Every franc given to impoverished Africans comes back to France, or is smuggled into Switzerland by African bureaucrats and politicians."

Conclusion and recommendations

Colonialism in Nigeria or any African state was a barbaric cause of underdevelopment and forms of stagnation. To boost economic and political growth in African states or Nigeria, the following recommendations are made:

1. Import substitution policies should be discouraged, since such policies have neo-colonial undertone and suffer serious inefficiencies.
2. African states should break their ties with the developed nations and pursue internal growth than to rely on the spirit of globalization that furthers the interests of the Western.
3. African countries should avoid the templates of modernity since the West sees African underdeveloped states as comparatively inferior. Durkein opines that societies must adapt to their surrounding environments but they must interact with each other for the progress and development of their communities.

4. Africans must ignore the connection of the Western metropole and transnational companies which serve as the West's agents in perpetrating corruption in underdeveloped countries.
5. International aid that does not add to the happiness and prosperity of Nigerians, but feed dependency or neo-colonialism syndrome, should be disvarded.

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EXTENSION OF THE TECHNOLOGY ACCEPTANCE MODEL (TAM) TO THE ADOPTION OF THE ELECTRONIC KNOWLEDGE AND SKILLS FRAMEWORK (E-KSF) IN THE NATIONAL HEALTH SERVICE (NHS)

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Abstract

The electronic Knowledge and Skills Framework (e-KSF) is the performance appraisal intranet system used by the National Health Service (NHS) in the United Kingdom. Introduced in 2004, the intiative is a new pay system that simplifies and modernises the conditions of service for nurses and other NHS staff, excepting doctors, dentists and senior managers who have a separate pay contract and appraisal system. This study examined the extention of the Technology Acceptance Model (TAM) to the adoption of e-KSF in the National Health Scheme (NHS). In order to have a successful adoption of the e-KSF in NHS, the *study suggests early user acceptance testing to reduce the risk of user rejection of the system, given the large investment this type of IT project entails. The study provides a foundation for future study on why using the e-KSF in the NHS is the way it is and how to improve the system design to encourage improved users acceptance and use of the system.*

***Keywords**: National Health Scheme, electronic Knowledge and Skills Framework, Nigeria.*

Introduction

The electronic Knowledge and Skills Framework (e-KSF) is the performance appraisal intranet system used by the National Health Service (NHS) in the United Kingdom. It was created as part of the "*Agenda for Change"*(AfC) initiative introduced in 2004, as a new pay system established to simplify and modernise the conditions of service for nurses and other NHS staff, except doctors, dentists and senior managers who have a separate pay contract and appraisal system (Buchan & Evans, 2007). The AfC initiative aims to encourage new ways of working in the NHS to improved quality of care for patients and the delivery of more efficient and effective service (Brown *et al*, 2010). In this sense, the e-KSF was created to help NHS organisations to develop, record and maintain the Knowledge and Skills Framework (KSF) and Personal Development Plans (PDPs) of their staff (Buchan & Evans, 2007), and to enable line managers review the performance of their staff more effectively. The use of internet technology for people management activities in organisations, as exemplified by the use of the e-KSF is a trend in contemporary organisations and it is generally known as electronic HRM (e-HRM).

Like most Information Technology (IT) projects past research on the NHS Knowledge and Skills Framework (NHS KSF; Buchan &

Evans, 2007; Brown *et al*, 2010) reveal that there is an underutilisation of the e-KSF for annual Performance Development Reviews (PDRs), which also poses as a barrier to the realisation of the full benefits of the technology in the NHS. Njoku (2010) study of the perceptions of line managers towards the e-KSF also reported poor use of the e-KSF by line managers in conducting annual PDRs in its case study. Linked to these findings, a significant body of IT research suggest that it is essential for organisations to understand the determinants of users' acceptance and use of new technology when adopting a new technology because it will help inform organisations on what may encourage the intended system users to use the system in order to realise its full benefits (Davis *et al*, 1989; Davis, 1993; Venkatesh, 2000; Yousafzai *et al*, 2007a).

This exploratory study which aims to make a significant contribution to knowledge and research in e-KSF adoption in the NHS by extending the Technology Acceptance Model (TAM) to the context of e-KSF adoption as it critically examines the determinants of managers' acceptance and usage of the e-KSF for annual PDRs. The Technology Acceptance Model used to underpin this study proposes that perceived usefulness and perceived ease of use of IT systems are the major determinants of whether or not the intended users of the IT system would actually use it (Davis, 1993). At the same time, TAM is widely acknowledged and applied in IT research for its robustness across settings, populations and in understanding technology usage behaviour (Venkatesh, 2000), which makes it appropriate for this study. Another contribution of this study is in relation to addressing a gap identified within TAM related research, given that, within IT adoption studies, the use of student samples and environments other than business settings for conducting TAM studies has been criticised by IT researchers (Largish *et al*, 2003; King & He, 2006; Schepers & Wetzels, 2007). Thus, this study focuses on the perception of managers' towards a technology used within a business environment.

Literature review

E-KSF adoption

Historically, performance appraisals (PA) have been typically conducted using the traditional paper-and-pencil approach. However, using this traditional approach for PA does not allow managers to compare staff performance overtime which is possible when using online PA systems (Payne *et al,* 2009). Since online PA systems can act as a historical archive for storing past evaluations which allows the evaluation of staff evaluation over time. Kavanagh and Thite (2008) add that online PA systems allow accessibility to data from any computer with internet access at any time, and online PA systems ease and speed up the rate at which accurate HR-reports are generated. Clearly, the traditional paper-and-pen PA method is no longer seen as an appropriate means of managing staff performance in contemporary organisations. These days, the NHS often conducts its PA with the support of the internet using the e-KSF website (Mundey, 2010; Brown *et al*, 2010). As a PA website, the e-KSF enables line managers to have access to past PDRs and PDPs of their staff, as well as, previously identified and agreed training needs of their staff via the internet. Additionally, it allows line managers to prepare for annual PDRs and equally helps them to record current PDRs and PDPs online while conducting annual PDRs with their staff. According to Payne *et al* (2009), using online PA systems also provides employees with the opportunity to have access to information about their evaluation at any time. This therefore encourages the alignment of employee behaviour and effort with what is important and expected to help the NHS meet its intended performance outcomes.

The e-KSF was originally developed as a stand-alone system (Buchan & Evans, 2007). However, to encourage NHS organisations to become learning organisations, the functions of the e-KSF has been integrated to a Learners Management System (LMS), software which is the first module of the 'Managed Learning Environment' (MLE) (Mundey, 2010; Gray *et al*, 2009). The e-KSF is further bi-directionally linked to the Electronic Staff Record (ESR) (the NHS national HR and payroll system) to make it easier to use (Buchan and Evans, 2007). This bidirectional link was implemented in the e-KSF to ensure that the performance management system (PMS) in the NHS is able to cover skills gap, annual KSF development review, competency management, and succession planning and management development. Functionally, the e-KSF is an appraisal system based on the competency-based approach of HRM which also provides an integrated software that allow NHS organisations to seamlessly integrate their HRM activities of workforce planning, recruitment, PA, training, development and remuneration based the KSF which was not possible using the old paper-and- pencil PA system (Payne *et al*, 2009; Mundey, 2010). This integration process was done in order to ensure that the e-KSF can facilitate the maximisation of the capabilities of the workforce in the NHS (Brown *et al*, 2010). Soderquist *et al* (2010) reinforces this as they believe that the concept of competency in HRM provides the basis for integrating the organisational-specific skills to the HR processes, such as, recruitment, performance appraisal, etc., (for horizontal integration), as well as, to the organisational strategy and business outcomes (for vertical integration), to ensure that organisations can achieve their outcome goals through the efforts of their employees.

It therefore follows that the competency-based approach of HRM enables organisations to ensure that the right skills and effort are focused on the things that really matter to it and will make an impact on its performance (CIPD, 2009). As a result, it is expected that performance appraisals conducted using the e-KSF will ensure that people working in the NHS remain competent at their posts and deliver quality service, which enables the NHS achieve its intended performance outcomes through the efforts of people working in the organisation (NHS, 2006; NHS 2009).

Regardless of the potential benefits of the e-KSF to the NHS, such as, fair pay, partnership working, integrated human resources systems, better recruitment and retention, and higher quality care (Buchan & Evans, 2007), the Health Commission's annual national NHS survey demonstrated that, "significant numbers of staff were not receiving the regular performance reviews or agreeing the PDPs required to operate the KSF …" (Brown *et al*, 2010:36). While studies by the Institute of Employment Studies (Brown *et al*, 2010), observed poor levels of KSF implementation in its case studies and the study by Buchan and Evans (2007) demonstrated that none of the NHS Trusts they studied had achieved 100 percent coverage of PDPs or had all relevant staff assimilated on to the KSF. Findings from the Brown *et al*, (2010) research further illustrated that (Brown et al, 2010: 32):

> *There is […] emerging evidence that the lack of interest by managers in conducting developmental appraisals based on the KSF is […] a barrier to implementing the KSF, and the process is just not realistic in this context.*

Yet again, Brown *et al* (2010) reveal that line managers' lack of understanding the e-KSF, as well as, the fact that they had not received effective training to use the system acted as major obstacles to the use of the e-KSF for regular performance reviews in organisations.

User acceptance of e-HRM systems

Organisations are increasingly investing in IT systems to increase individual productivity, which is expected to contribute to organisational productivity and revenue generation (Venkatesh *et al,* 2000; Ifinedo, 2011). According to IT literature, one of the key measures of IT adoption success in organisations is in achieving the intended level of IT usage (Davis, 1998; Schepers & Wetzela, 2007; Dong, 2011). Previous research support this by confirming that users' lack of IT acceptance acts as a barrier to the success of IT projects (Davis, 1993; King & He, 2006; Martin *et al*, 2008). In response to this finding, a variety of perspectives have been applied to IT adoption research in order to provide an understanding of the determinants of technology usage (as illustrated in Table 1). As an example, the Technology Acceptance Model (TAM) developed by Davis (1989), and the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975; Ajzen & Fishbein, 1980) suggest that intended users will accept a new technology if they voluntarily intend to use it. This intention is determined by its significant perceived usefulness and ease of use of the technology, which leads to the building of the attitude towards using the technology (as shown in Figure 2.1).

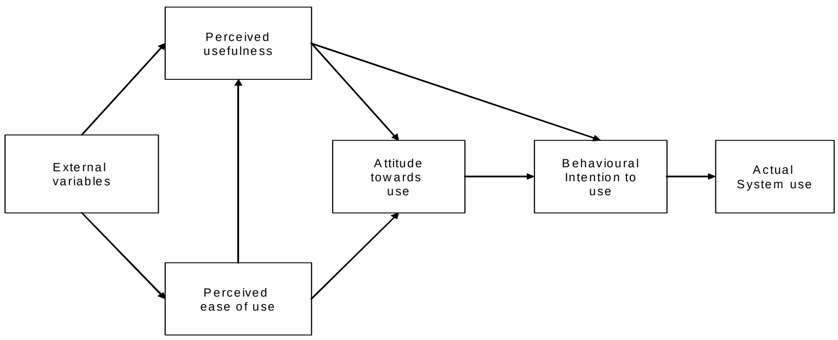

Figure 2.1: The TAM Model *Source:* Legris et al (2003:193)

Based on TAM, the perceived usefulness (PU) construct refers to "the degree to which an individual believes that using a particular system would enhance his/her job performance" (Davis 1989:320). Whereas, the perceived ease of use (PEOU) construct is, "the degree to which an individual believes that using a particular system would be free of physical and mental efforts" (Davis, 1989:323). Legris *et al* (2003), posit that the external variables in the TAM helps to provide a better understanding of what influences PU and PEOU as their presence guides the actions needed to influence a greater use of IT systems by users. TAM has however been criticised of being able to only explain about 40 percentage of IT system use (Legris *et al*, 2003) and its predictive power has been criticised of lacking the ability to provide system designers with sufficient information needed to produce users' acceptance for new technology (Venkatesh, 2000).

Research Model

Like most e-HRM studies which examine the use of the internet for HRM practices, TAM was adopted as a foundation for this study. Thus, the conceptual model (see Figure 2 below) is consistent with the TAM model (Davis, 1989). Building on the TAM and recent research (Brown *et al*, 2010), it can be rightly argued that line managers acceptance of the e-KSF may lead to their use of the system to conduct annual PDRs in the NHS. This expected outcome is also assumed to rely on external variables such as: line managers understanding of the system and the facilitating condition which relates to members of staff being assigned their KSF post outlines. Overall, these external variables are expected to influence the TAM constructs of PU and PEOU. Therefore, this study proposes that:

H1a: Two external variables also known as the prior factors in this study which include: line managers understanding of the system and the facilitating condition will have a significant positive effect on the PU.

H1b: The prior factors will have a significant positive effect on PEOU.

H1c: The prior factors will significantly affect the actual system usage positively.

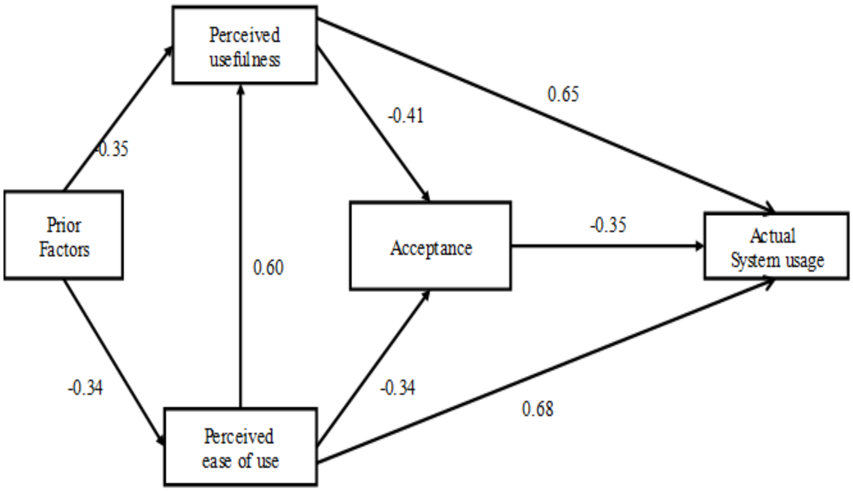

Figure 2.2: Research Model

Training: The Brown *et al* (2010) research on the NHS KSF identified training received by those conducting reviews to be a key factor to making the online appraisal system work well. Also, Amoako-Gyampah and Salam (2003) which used training as an external variable of TAM in their study conclude that training allows users to obtain first-hand information and experience; it allows users to explore the PEOU of the system; and helps in the formation of shared beliefs in the benefits of an IT system which influences both PEOU and PU of the system. Yi and Davis (2001) and Huag (2011) add that training influences users' attitude, behaviour and performance with an IT system. This makes the relationship between training and both PEOU and PU of significant interest in this study. Thus, it can rightly be argued that training given to line managers as part of the e-KSF adoption process will affect their perception towards the ease of use and usefulness of the system. Therefore, this study proposes that:

H2a: Training received by line managers to use the e-KSF will have a significant effect on the PU of the system.
H2b: Training received by line managers to use the e-KSF will have a significant effect on the PEOU of the system.

Understanding of the system: The notion that having an understanding the e-KSF plays an important role in shaping users' perception towards the system is supported by previous research that identified the lack of understanding the e-KSF by line managers as a barrier to the use of e-KSF for annual PDRs (Brown *et al*, 2010). This finding that users are unable to understand the e-KSF is opposed to one of the principles on which the KSF is built, which is the fact that the KSF to should be simple to explain and understand (Brown *et al*, 2010). Therefore, this study proposes that:

H3a: User's understanding of the e-KSF will have a significant positive effect on the PU.
H3b: User's understanding of the e-KSF will have a significant positive effect on the PEOU.

Facilitating conditions: Facilitating conditions are the factors that make an act easy to accomplish (Dong, 2011). For example, the PDRs in the NHS is based on the Knowledge and skills framework (KSF) which defines and describes the knowledge and skills required for NHS staff to work effectively and efficiently at their jobs and deliver quality service (Buchan & Evans, 2007). As a result, each job is therefore expected to have a KSF post outline that sets out the dimensions, levels and indicators required for the post holder to undertake the job effectively and efficiently. Accordingly, the KSF post outline becomes a critical element in ensuring that the e-KSF website can be used easily to accomplish PDRs in the NHS. As such, staff who receive performance appraisals would therefore be expected to already have their KSF post outline assigned to them and saved in the e-KSF website before a KSF appraisal review can be undertaken (NHS, 2009). Having staff members' KSF post outlines stored on the website also helps in the formation of shared beliefs in the usefulness and ease of use of the system for undertaking annual PDRs by users in the NHS. From an expectancy point of view, it follows that if managers and staff know that the KSF post outlines needed for annual PDRs are already contained on the e-KSF website, they may perceive the e-KSF to be useful and easy to use for annual PDRs which in turn may make it more likely for the e-KSF to be used for annual PDRs. Hence, this study proposes that:

H4a: Facilitating conditions for e-KSF will have a significant positive effect on PU.
H4b: Facilitating conditions for e-KSF will have a significant positive effect on PEOU.

Organisational support: Organisational support is especially important when new IT systems are introduced in organisations because of the associated changes in the work place that goes along with them. These changes are sometimes met with resistance from intended users' (Dias, 1998), which needs to be minimised in order to encourage the system's success within the organisation. Past research which studied the *Attitude towards E-HRM* (Voermans & Van Veldhoven, 2007) demonstrated that 'user support' provided by the organisation is a predictor of positive attitude towards E-HRM for managers. While Venkatesh (2000) suggest that organisational response to help users overcome difficulties in using the technology is very important as it helps frame users' perceptions towards the technology. Similarly, Huag (2011) argue that having technological leaders who support the technological change in an organisation may perhaps be the most significant factor for IT project success. Extending this notion to the context of e-KSF adoption, it will therefore be expected that providing organisational support during e-KSF adoption will encourage positive attitudes towards its acceptance and use. Thus, we propose that:

H5a: Organisational support provided for the use of the e-KSF will have a significant effect on its PU.
H5b: Organisational support provided for the use of the e-KSF will have a significant effect on its PEOU.

***Users Perceptions (PEOU and PU) and User's acceptance**:* PEOU and PU constructs in the TAM have been noted to be heavily researched in TAM studies (Legris *et al*, 2003; Yousafzai, 2007b). This is the case because the TAM emphasises that users acceptance of a new technology is determined by its significant PU and PEOU, which leads to the building of the attitude towards using the technology. On the other hand, TAM also emphasises the importance of PU over PEOU as a key determinant of users' acceptance (Lin and Chang, 2011).

Karahanna *et al* (1999) explain that this results from the fact that (Karahanna *et al*, 1999:200):

> *[as] users gain experience with the system, ease of use concerns seem to be resolved and displaced by more*

> *instrumental considerations involving the efficiency of the innovation to increase one's job performance (i.e., perceived usefulness).*

This, therefore, makes PU to have a significant effect on the intended use for both experienced and inexperienced users of a website or IT system (Liao *et al*, 2011). Empirical study posit that the major effect of PEOU is through PU rather than directly on user's behavioural intention (BI), because it is believed that all things being equal, the easier it is to use a technology the more useful it becomes to the user (Venkatesh, 2000). Nonetheless, King and He (2006) performed a statistical meta-analysis on 88 published TAM studies and reveal that, "the only context in which the direct effect of PEOU on BI is very important is in internet applications" (p.12). Direct effect of PEOU on user's intention has also been found to be stronger in the early stages of learning and behaviour, as well as, pre-implementation (Davis, 1989; Venkatesh *et al,* 2003; Dong, 2009). Furthermore, Yousafzai *et al* (2007b) argue that the significance of the PEOU-Attitude relationship in the TAM is based on the assumption that the easier a system is to interact with, may influence the initial decision to adopt a system in voluntary settings. Whereas in mandatory settings (e.g. business settings), a user's only freedom of choice is to wholeheartedly accept the innovation (Leonard- Barton, 1998).

Methods

Sample

A cross-sectional study using both quantitative and qualitative method to collect primary data from 80 line managers in an NHS organisation in the United Kingdom was used to test the hypotheses. The NHS case organisation has adopted the use of the e-KSF for its annual PDRs between each staff member and their line managers. Like most NHS organisations it has been challenged with the underutilisation of the e-KSF for annual PDRs. Drawing from the Brown *et al* (2010) study, it was also observed that NHS organisations which worked locally to make the use of the e-KSF *less complex* and *less time-consuming for PDRs* by simplifying, editing and making the KSF more flexible were observed to have more successful implementation of the KSF and the e-KSF system. The emailed questionnaire was pre-tested by 4 HR managers with expert knowledge of the e-KSF for face validity, to ensure its acceptability and ease of completion by research participants. This activity resulted in the modifications of the words on the questionnaire, the correct estimation of the time required to complete the questionnaire and also the addition of a new question. From the list of line managers provided by the organisation for this study, 440 line managers were sent emailed questionnaires. 149 responded to the email, 54 stated that they were not line managers, 15 indicated that they were line managers but would not be able to participate in the study because they had not used the e-KSF. While, 80 completed questionnaires were returned by post (10) and by email (70).

Measures

The questionnaire was divided into two parts (the qualitative data collection section and the quantitative data collection section). The qualitative aspect of the questionnaire consisted of open-ended free response questions which allowed an in-depth study of the research problem from the qualitative data collected. Most measures used for all the constructs (both the independent and dependent variables) were developed specifically for this study based on an extensive literature review. Therefore the quantitative data section had 4 ‘Yes’ or ‘No’ items. While, 15 items were measured using statement- style (Likert-type four point scale format) with 1 representing strongly disagree up to 4 representing strongly agree.

Preliminary Analysis

The reliability and validity of the research instrument was tested using exploratory factor analysis and Cronchbach's alpha respectively. From the reliability test most of the scales used were shown to have good internal consistency (Cronchbach's alpha coefficients), as they exceeded the recommended 0.70 (Nunnally, 1978). For instance, Perceived usefulness, $\alpha = 0.72$; Perceived ease of use, $\alpha = 0.81$; Understanding the system, $\alpha = 0.77$ and actual usage of the system, $\alpha = 0.83$, and there was no construct which showed poor reliabilities (< 0.60) (Sekaran and Bougie, 2010). An exploratory factor analysis was conducted using the Principal Component Analysis (PCA) for all items in the multi-item constructs in order to explore the extent to which there were distinct groupings of items taken together to constitute a consistent reflection of the constructs. All items in the multi-item constructs had high factor loading (above the recommended 0.40) (Pallant, 2010), with majority shown to be above 0.80.

Model Specification and Analysis

Linear Regression Analysis

Linear Regression Analysis (LRA) in which a single independent variable is used to predict a single dependent variable was applied to examine the hypothesis of the research model. The LRA allows us to observe the path coefficients (β) and also examine the goodness of fit of the research model in order to ascertain its applicability. Firstly, the possible combinations of the model variables are defined based on dependent and independent variables, and the path coefficients are measured in a standardised way in order to determine the model coefficient for every

Dependent Variable	(r^2) R square	Independent Variable	Unstandardised coefficients		Standardised coefficients	t-statistic	Significant Level
			b	S.E. (*b*)	β		
PEOU	0.121	Prior Factors	0.384	0.105	0.384	3.672	0.000
PU	0.112	Prior Factors	0.523	0.097	0.523	5.420	0.000
PU	0.353	PEOU	0.594	0.091	0.594	6.527	0.000
ACP	0.171	PU	-0.205	0.051	-0.414	-4.012	0.000
ACP	0.115	PEOU	-0.168	0.053	-0.340	-3.189	0.002
Usage	0.120	ACP	-0.699	0.214	-0.346	-3.261	0.002
Usage	0.422	PU	0.650	0.86	0.650	7.549	0.000
Usage	0.468	PEOU	0.684	0.083	0.684	8.279	0.000

combination (as illustrated in Figure 2.2). The strength of the relationship is indicated by the standardised regression coefficient (β), which helps to tell us how much of the variance in the dependent variable is explained by the independent variable (Hair *et al*, 2011). While the R square (r^2) signifies the percentage of variation in one variable that is accounted for by another variable in the research model. In effect, r^2 provides the predictive power of the variables. The result of the analysis is contained in Table 2.1.

Table 2.1: Regression Analysis
Note: Hypotheses are supported if variables are significant at $\leq$0.05 level of significance.

The results of the regression analysis demonstrate that most of the hypotheses were confirmed by the data. For instance, the 'prior factors' were shown to significantly affect PU and PEOU of the system (supporting H1a and H1b, respectively). At the same time, the two constructs (PEOU and PU) were observed to significantly affect the user's acceptance of the system as predicted by H6a and H6b. PEOU significantly affects PU of the system as well, confirming H6c. The data equally illustrated that PU, PEOU and

User's acceptance of the system have a significant effect on the 'Actual usage' of the system.

Overall, these results show that the model has sufficient explanatory power and therefore could predict users' acceptance and use of the e-KSF by line managers for annual PDRs.

Multiple regression analysis

Multiple regression analysis of Prior Factors on PEOU

A multiple regression analysis was carried out between the prior factors and the PEOU of the system in order to identify the variables within the prior factors that contribute the most in explaining the relationship between the prior factors and the PEOU of the system. The individual effect of each prior factor on PEOU was therefore examined. As training, the facilitating conditions and managers' understanding of the system was seen to significantly affect the PEOU of the system (supporting H2b, H3b and H4b), and are therefore the variables which contribute the most in explaining the relationship between the prior factors and the PEOU of the system. However, the training given to the line mangers to use the system was shown to negatively affect the PEOU. Among the hypothesised effect of the individual prior factors on PEOU, only the organisational support- PEOU link was not confirmed. Multiple regression analysis was also carried out between the prior factors and the PU of the system in order to identify the variables within the prior factors that contribute the most in explaining the relationship between the prior factors and the PU of the system. The facilitating conditions and mangers' understanding of the system were seen to have significant effect on the PU of the system for annual PDRs by managers (supporting H4a and H3a) and are therefore the variables that contribute the most in explaining the relationship between the prior factors and the PU of the system.

Table 2.2: Multiple regression analysis of Independent variables on Dependent variables

Independent Variables	Unstandardised coefficients		Standardised coefficients	t statistic	Sig level	Adjusted R Square
	B	S.E *(b)*	β			
(Constant)	-0.054	0.301		-0.178	0.859	0.553
Prior Factors	-0.143	0.089	-0.143	-1.603	0.113	
PEOU	0.430	0.096	0.430	4.500	0.000	
PU	0.353	0.098	0.353	3.618	0.001	
Acceptance	0.034	0.184	0.017	0.184	0.855	

Note: Hypotheses are supported if variables are significant at ≤0.05 level of significance.

While, the data did not confirm H2a and H5a which hypothesised that the training received to use the system and organisational support given to users' will each be expected to affect the perceived usefulness of the e-KSF for annual PDRs. Haven established the strength of the relationship between a dependent variable and an independent variable with the help of the linear regression analysis a standard 'multiple regression' procedure was also conducted in order to identify the construct which significantly predicts the actual use of the system . Both PEOU and PU were identified to be statistically significant determinants of the actual use of the system in this regression model (supporting H7a and H7b, respectively). At the same time, they are shown to be the strongest unique contributors to the prediction of the actual use of the system. In effect, PEOU and PU are the independent variables which contribute the most to explaining the relationship between the independent and dependent variables as depicted on Table 2.2.

Discussion

This study extended the Technology Acceptance Model (TAM) to the context of e-KSF adoption in the NHS in order to critically examine and analyse the determinants of managers' acceptance and usage of the e-KSF for annual PDRs.In general, most of the hypotheses of the research model were confirmed. The original TAM relationships in relation to the significance of perceived ease of use and usefulness of a new technology as the determinants of whether or not the intended users of the IT system would actually use the technology were confirmed in this study. Both correlation and path coefficients *(β)* were high for the relationship between PU and Actual use of the system. Interestingly, a similar finding was observed for the correlation and path coefficients for the relationship between PEOU and Actual use of the system. This is contrary to the TAM model which emphasises the importance of PU over PEOU as a key determinant of users' acceptance (Schepers and Wetzels, 2006).In effect, the motivational variables of the PU and PEOU fully mediated the effect of the prior factors on actual use of the system. This suggests that the prior factors appear to influence users' behaviour only through these variables (PEOU and PU) and not through their direct effect on the use of the system.

According to Davis (1993), PEOU may be seen as the part of cost of using the system from the users' point of view and in the context of the use of the e-KSF for annual PDRs, this has been mostly related to the time it takes to conduct performance appraisals using this system. This is seen as a critical determinant to the actual use of the system as managers mostly pointed out that shortening the process of using the e-KSF, making it less complicated and more user-friendly were critical success factors to the successful adoption and use of the system. For instance some managers stated that for e-KSF to be successful, affirming that it was simple and easy to use. While other managers believe it's easy to access, user friendly and not too time-consuming. Surprisingly, organisational support did not have a significant influence on PU and PEOU of the system for annual PDRs as expected. This finding which is contrary to expectation may be related to the fact that the managers laid more emphasis on having a simple and easy to use online appraisal system rather than on the need for organisational support as a way to motivate them to use the system.

Another unexpected finding was that users' acceptance was not seen to be a predictor of the actual use of the system. This could be due to the limitations of the research model which is designed to examine personal factors but not social and organisational factors. Results from the analysis of response from managers suggests that managers who have higher usage experience perceived lower importance of training towards the PU of the system. While, managers who have lower usage experience will perceive higher importance of training towards the PEOU of the system. As previously highlighted, it will be expected that the effect of training received to use the system by inexperienced users' on their perceived ease of use will in turn influence their perception towards the usefulness of the system since IT systems which are easy-to-use are also believed to be more useful to intended users (Davis *et al*, 1989; Gefen and Straub, 2000). In line with this reasoning, this study therefore supports the notion that the training received by users of the system affects the perceived usefulness of system through its role in enabling the intended users to understand how to use the system and how easy it is to use the system for annual PDRs. By achieving this, the users' would have the opportunity to also build their perceptions of its usefulness to the performance appraisal process in their organisation. Surprisingly, the findings also indicate that the training received negatively affected their perception of the ease of use of the system which may imply that the training they received did not make the users to perceive the system to be easy to use, which is also expected to influence the way they perceive the system to be useful to the annual PDR process. Hence, the poor e-KSF evidence observed within the NHS organisation studied. This finding can be supported by some answers provided by a manager who stated: *"Had received training ...but myself and staff have virtually no idea how to use e-KSF"*, and another manager who added that: *"Despite having attended training on two occasions I have been unable to align post- outlines or access the tool when I returned to my work place."* While, another manager pointed out that:*"As most managers will only use the e-KSF tool annually to record PDRs' their skills are often lost and need to be updated."*

Based on these responses, some managers suggested the PDRs should be conducted more than once a year, rather than annually and that staff should be re-trained or receive continuous training to use the system at the right time. Thus, this emphasises that the initial training was not enough to make the e-KSF easy to use by managers and their staff. The prior factor 'facilitating conditions' was shown to have a significant effect on both PU and PEOU. As expected within the context of performance appraisals in the NHS which is based on the Knowledge and skills framework (KSF) that defines and describes the knowledge and skills required for NHS staff to work effectively and efficiently at their jobs and deliver quality service (Buchan & Evans, 2007), each job is expected to have a KSF post outline that sets out the dimensions, levels and indicators required for the post holder to undertake the job effectively and efficiently. The data of this study supports this as the mangers indicated that having the KSF post outlines needed for

PDRs are already contained on the e-KSF website will make them to perceive the e-KSF to be useful and easy to use for PDRs which in turn may make it more likely for the e-KSF to be used for annual PDRs. Building on this, a manager emphasised that for e-KSF to be successful: "*It must be properly populated with staff information and including where they are on the pay scales.*"

Conclusion

The study found that the managers suggested that more needs to be done with regards to creating an organization-wide awareness of the benefits of the use e-KSF for annual performance appraisal, managing staff performance and the organisation as a whole as an important source of motivation to getting people to use the system for annual PDRs. Furthermore, some managers also pointed out other issues, such as, the level of computer literacy which the use of the system demands from staff members, staff having access to PCs, the fact that e-KSF is a generic tool (thus it fails to meet the requirement of some staff groups), needs to be addressed for a better up-take of the online appraisal system in the NHS.

The study has implications for improved level of use of the e-KSF for annual PDRs in the NHS. Given that past IT studies have suggested that the key barrier to the actual use of IT systems is the users' lack of accepting the systems, and that users' acceptance of new technology will lead to the actual use of the system. Yet the results of the present study demonstrates that although users' acceptance of the new technology is important, the usefulness of the system and the ease of use of the system are even more important and should be largely emphasized and considered in any e-KSF adoption project. In as much as the e-KSF is used in a mandatory setting to which users' acceptance of the system should be an essential element towards the actual use of the system, managers may be more willing to use the system for annual PDRs if they find it easy to use and if they perceive the system to be useful to the annual PDR and people management processes in their organisations. This result is also suggestive for the management team of e-KSF adoption to make room for re-training of the users' of e-KSF at the right time and updating their skills. Given that the initial training received to use the system is not enough to build the desired users' perception which will lead to the continued use of the system for annual PDRs. Finally, the study suggests that in order to have a successful adoption of the e-KSF in the NHS, early user acceptance testing should be conducted as this could reduce the risk of users' rejection of the system given the large investment this type of IT project entails. Overall this study provides a foundation for future study on why users' of the e-KSF in the NHS is the way it is and how to improve the system design to encourage improved users' acceptance and use of the system.

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RAW MATERIAL DEVELOPMENT AND UTILIZATION FOR ENTREPRENEURSHIP DEVELOPMENT IN NIGERIA

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Abstract

This paper discusses raw material development and utilization as a basis for economic development through entrepreneurship and small and medium enterprises (SMEs) development in Nigeria. SMEs have played and will continue to play significant roles in the growth, development and industrialization of many economies the world over. SMEs have performed below expectation in Nigeria due to a combination of problems. These include lack of equipment, which have to be imported most times at great cost. Inability of SME operators to penetrate and compete favorably in the export markets is another issue, which could be attributed to poor-quality products and ignorance of export market strategies. Other times, it could be networks or lack of appropriate mechanism and technology to process, preserve and package the products for export. Promoters of SMEs, therefore, should make available new methods of processing raw material *occurring naturally in local environment as a basis for entrepreneurship development.*

***Keywords**: SMEs, Entrepreneurship development, Raw materila development*

Introduction

Small and Medium Enterprises (SMEs) occupy an exceedingly significant position in Nigerian economy. "They account for a very high percentage of of business establishments in the country" (Sullivan et al, 1980: 56). Although their contribution to value-added is disproportionately low, more value-added is retained locally in the case of small enterprises than in the case of large scale firms. Thus, the development of SMEs is one of the necessary conditions for economic development.

In spite of all the efforts and support given by succeeding governments, SMEs have not made the desired impact on the Nigerian economy. This suggests the existence of untackled fundamental issues or problems confronting them, especially in the area of raw material development and utilization. Entrepreneurs are increasingly becoming the driving force of many economies particularly in Nigeria. These businesses are often micro- and small- scale enterprises in the informal economy, and may not offer the same job security, social protection, access to training and career development as the formal economy. Skills development paves the way by enabling entrepreneurs create and sustain productive employment. SMEs that take advantage of advanced technologies are usually assumed to be more competitive.

Problems of SMEs relating to raw material development

A review of literature reveals a plethora of problems associated with raw material development as follows:

1. The lack of scientific and technological knowledge, i.e. the prevalence of poor intellectual capital resources, which manifest as:

   i. Lack of equipment (mostly imported at great cost and require expatriate skills to maintain).
   ii. Lack of process technology, design, patents, etc., which may involve payment of royalties, technology transfer fees, etc. and heavy capital outlay.
   iii. Inability to meet stringent international quality standards.
   iv. The inability to penetrate and compete favorably in export markets either because of poor quality of products, ignorance of export market strategies and networks or lack of appropriate mechanism and technology to process, preserve and package the products for export.
   v. Lack of initiative and administrative framework or linkage to support and sustain SMEs development, which to a large extent, is also a reflection of poor technological capability or intellectual resource.
2. Lack of appropriate and adequate managerial and entrepreneurial skills with the attendant lack of strategic plan, business plan, succession plan, adequate organizational set-up, transparent operational system (Alawe, 2004:14), etc. on the part of many founders and managers of SMEs in Nigeria. As a fallout of this, many of the SME promoters purchase obsolete and inefficient equipment thereby setting the stage for lower level productivity as well as substandard product quality with dire repercussions on product output and market penetration and acceptance.

3. Lack of suitable training and leadership development, in spite of the fact that training institutions abound in Nigeria which rarely address the relevant needs of SMEs.

These problems have reduced remarkably the volume and variety of production and employment possible for SME in the national economy.

Prospects for SMEs

The problems of SMEs notwithstanding, their prospect far outweighs the problems, given the crucial role SMEs play in the industrial and economic growth and development of Nigeria. Apart from government's concerted and relentless efforts towards revamping and sustaining to vibrancy of this all-important sub-sector, the private sector as well as professional groups and associations are also not relenting in their own vital contributions to the development of the subsector. The current thrust of the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) gives hope, confidence and optimism that going forward, government's attention would continue to be attracted to the SME subsector. The Agency has carried out a nationwide census/survey of micro, small and medium enterprises (MSMEs). Given its challenging mandate of initiating and articulating ideas for micro, small and medium enterprises policy thrust as well as promoting and facilitating development programmes, instruments and support services to accelerate the development and modernization of MSMEs, SMEDAN badly needed to have a comprehensive understanding and knowledge of the population of MSMEs in the country, their distribution by sectors such as agriculture, manufacturing, services, trade, construction, mining, technology, etc, and their distribution by rural and urban areas as well as the level of vertical and horizontal linkages within and between various sectors of industry so as to access the level of industrial integration and the incidence of sub-contracting and its potential in giving a thrust to industrial development.

The census/survey by SMEDAN

The census/survey by SMEDAN will enable it determine and assess the major operating difficulties of MSMEs relating to both market functions (such as demand-pricing factors, supply factors, raw materials, technology infrastructure, etc) and policy environment as it relates to regulatory, incentive and support regimes. The overall benefits of the census/survey would hinge on the expected robust data and information, which SMEDAN would employ as a basis for policy formulation, implementation and intervention, effective developmental planning, vital advice on new investments, growth and profitable areas, raw materials availability as well as available technology, available markets, available sources of funds and assistance. The survey exercise is also expected to adequately equip and empower SMEDAN to effectively do the following:

i. Map out effective strategies for revamping and reforming the MSMEs sub-sector through appropriately advising the government on policy formulation and execution.
ii. Recommend the right operators for various incentives and support by government including funding, be it loan, equity and grants.
iii. Offer relevant advisory services to state governments on how best to support and invigorate MSMEs in their domains bearing their peculiarities and circumstances in mind.
iv. Identify viable projects for both local and foreign investors in order to attract foreign investment.

v. Identify viable projects with export potentials and also identify and advise on the appropriate foreign markets in order to boost foreign exchange earnings.
vi. Identify and assess MSMEs critical requirements in the areas of capacity building, skills gap, knowledge, skills and process and liaise with the relevant institutions and agencies of government like the National Poverty Eradication Programme (NAPEP), the Centre for Management Development (CMD), the National Directorate of Employment (NDE), etc.
vii. Establish a befitting business support centre for each state in the federation.
viii. Facilitate the promotion and government patronage of quality local products of MSMEs for either local consumption or export or both.

Raw Materials Research and Development Council (RMRDC)

Studies have indicated that the sustenance of interest in SMEs in the developed economies is due mainly to technological development as well as social reasons. These economies are driven by knowledge, skill and technology as opposed to material and energy-intensiveness in developing economies. Hence the current thrust of the raw materials research and development council (RMRDC) gives hope to SMEs as they have as their functions the following:

1. to draw up policy guidelines and action programmes on raw materials acquisition, exploitation and development;
2. to review from time to time, raw material resources availability and utilization with a view to advising the Federal Government on the

strategic implication of depletion, conservation or stock-piling of such resources;
3. to advise on adoption of machinery and processes for raw material utilization;
4. to encourage publicity of research findings and other information relevant to local sourcing of industries;
5. to encourage growth of implant research and development capabilities;
6. to advise on and devise awards or systems for industries that achieve any break-through or make innovations and inventions;
7. to organize workshops, symposia and seminars, from time to time, designed to enlighten people on new developments and solutions discovered;
8. to consider and advise on special research grants for specific objectives; and
9. to consider and advise on any other issue capable of enhancing the objectives of the Council.

The Raw Materials Research and Development Council (RMRDC) has emphasized the need for the Federal Government to show commitment to science and technology funding in order to support entrepreneurial development in the country. RMRDC had in the last one year trained not fewer than 100 entrepreneurs on how to process raw material occurring naturally within their locality. Director General of RMRDC Prof. Peter Onwualu in an interview said the entrepreneurs were empowered with new methods of processing raw material. He said the Council has conducted a training workshop on different raw materials available in every state. To do this, the state offices of the Council collaborated with local chambers of commerce for this training. The idea was to empower Nigerians with skills that are required for processing raw materials. Each training session had between 100 and 150 people trained on a particular raw material. Potential entrepreneurs were trained i.e. SMEs either already in the business or want to enter into the business. They were trained in new methods of processing. Prof. Peter Onwualu further said his team has developed and is disseminating adequate technology for value addition to raw materials and natural resources.

During the 2011 Techno – expo, RMRDC was able to showcase a number of research outputs based on research grant that they awarded to scientist in different sectors in the last few years. A number of the results of those researches were displayed with a view to exposing them to possible investors. There were exhibition of technologies and machines that were developed from the funding they gave to people or other inventors who developed technologies for value addition. These people were brought in from all over the country. “For example there were machines for making ceramics, for stone cutting and polishing. Also on exhibition were machines for shelling melon as opposed shelling melon with bare hands. Shelling melon with motorized machines reduces the drudgery of shelling with fingers which increases productivity. Following the exhibition, RMRDC have enabled the fabricators to reproduce these machines for a number of cooperative societies in Nassarawa and in Niger states, thus women involved in production and marketing of melon in these states have increased their productivity many fold. Another machine displayed during the exhibition was for processing rice, the entire value chain for rice processing. There were also machine for processing cassava for garri, high quality cassava flour for making different confectionary and also flour for making industrial starch and even for making chips. These machines were exhibited by different researchers. There were also other machines for processing meat like kilishi, machine for fish processing, machines for processing minerals such as kaolin and other products. One group exhibited machines for making chalk. According to the Director General Prof. Peter Onwualu the essence of the expo was to generate interest in the machines such that, the council could link People interested to fabricators or research institute. These efforts the Director General claimed were aimed at empowering entrepreneurs with adequate resources for processing available raw mater.

Conclusion

SMEs in Nigeria have not performed creditably well and hence have not played the expected vital and vibrant role in the economic growth and development of Nigeria. As a result of raw material development being a major constraint on small business in fulfilling its developmental roles, any initiatives by the government and other stakeholders must be geared at improving SMEs having access to new technologies and skills development as this enables entrepreneurs to create and sustain productive employment. Other key factors include the creation of an enabling environment for sustainable enterprise development that lowers the cost of technology. Ability to acquire and possess latest technology is determined by SMEs' financial capabilities which call for government to improve small businesses' access to finance to enhance their competitiveness in a global economic environment which is characterized by intensive competition. Conducive environment for entrepreneurs to venture into small business must be created and supporting policies must be crafted.

Recommendations

In this era of shrinking economic activities, governments should endeavor to provide the necessary infrastructures required for skill acquisition for entrepreneurs. This is because without technological skill, entrepreneurial spirit which drives economic development through job creation will be lacking. Supporting entrepreneurs to introduce new technologies in their enterprises enhances the potential to increase productivity, create employment, reduce poverty, and promote local development.

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HEGEMONIC INFLUENCES ON ORGANISATIONS: MANAGING EQUALITY AND DIVERSITY APPROACH

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Abstract
This paper is an attempt to contribute to hegemonic discuss in organisations. It explored the concept of ethnicity and reviews the Critical Race Theory before theorizing post-colonialism in the workplace. It then concluded with the argument for the business benefits of effectively managing equality and diversity in organisations.

Key words: *Hegemony, Race, Ethnicity, Managing Equality and Diversity, Organisational effectiveness.*

Introduction

Hegemony can be described as the authority or dominance by one social group or state over others (Oxford Dictionary, 1999). Scruton's (1982) political thought considers hegemony as class superiority in economic, social, political and ideological spheres and the use of such 'superiority' to persuade other classes to see the world in terms favourable to the dominant class. Thus the construct of hegemony is important in the understanding of cultural attitude formation in societies, specifically as it relates to *racial social identity*. According to Kazel (1995) the minority groups of Asia, Africa, Native American, New Zealand, Australian Aboriginals and other sub-groups of European ancestry share in-group and out-group diversity (differences) in comparison to the dominant (majority) group. Hegemonic societies are common in most Western countries and such societies tends to limit, isolate, and often exclude ethnic minority groups and at the same time creating the desire among these groups to attain the lifestyle of the dominate group.

Some American academics (Morgan, 1968; Renshon, 2005; Shklar, 1991) believe that the concept of hegemony is a 'strong influence' which is very prominent in the American psyche and can be a hidden factor in the definition of what it means to be American. Similarly in the UK, the notion of citizenship, nationhood, multiculturalism and what it means to be 'British' is a tensed (Amin 2002) debate largely smeared by hegemonic ideologies. For instance, Parekh's (2000) pluralist vision of Britain as a 'community of communities' is still 'a dream' seriously endangered by the pronouncement of the 'death of multiculturalism' in the UK (Kundnani 2002; Asthana & Hinsliff – Observer, 04-2004). However, Hall (2000) argued that 'Britishness' has always been characterised by multiple historical and ethnic presences, and is discernible in the contemporary era through multiple cultures, identities, and communities. Tietze and Dick's (2009) study, investigated English language in the context of cultural linguistic domination, the privileging of 'Western' worldviews and the colonisation of the mental spaces of different linguistic groups. They point to the hegemonic influence exercised in and through the use of the English language. Findings from Tietze and Dick (2009) suggest that English is used as a 'hegemonic power' by the dominant group and a 'hegemonic force' by the state. A classic example is the compulsory UK Home office's English Language requirement for migrant entrepreneurs who wish to set-up and operate their enterprises in the UK. To this effect, the argument that hegemonic influences contributes to inequality in societies including organisations (SMEs) is upheld. In addition, hegemonic influence varies from one society to another, although they may have some common element such as 'dominance'. Thus the American hegemonic influence may differ from the hegemonic practices in the UK. Hegemonic influences at a global scale calls for an inclusive model of global diversity (Nishii & Ozbilgin, 2007) management. Such global context could be suggested for future research.

Concept of ethnicity

There are generally two major scholarly positions on the concept of ethnicity. First, some scholars do not view ethnicity and race as separate or distinctive concepts. Hence, they suggest that a group can simultaneously be racial and ethnic. Cox (1993) coined the term racio-ethnicity in an attempt to capture both concepts. This category of scholars also uses race and ethnicity interchangeably. Second, the other group of scholars argues that ethnicity should surpass and even replace the concept of race. These researchers believe that ethnicity is a broader concept compared to race. They see race as an upshot from ethnicity. Jenkins (1997) says they are different social phenomena and race is an 'allotrope' of ethnicity. Jenkins' (1997:13) social anthropological study of ethnicity suggests that it is:

> *About cultural differentiation; concerned with culture-shared meaning but it is rooted in, and the outcome of social interaction. It is no more fixed than the culture of which it is a component, or the situations in which it is produced and reproduced. Ethnicity is collective and individual externalised in social interaction and internalised in personal self-identification.*

Ethnicity is almost always present in most groups. According to Alexander and Alleyne (2002), the debate on race and ethnicity both sum up in the notion of ‘difference’. Both schools of thought agree that race and ethnicity are socially constructed concepts (Yanow, 2003). *With these arguments in mind, the position assumed in this thesis is in line with the second school of thought that is, those who assert ‘racio-ethnicity’*. Data from the 2001 UK Census shows that approximately 4.5 million residents identified themselves as part of the ethnic minorities. Compared with the 1991 Census, the ethnic minority population has increased by 53 percent. Ethnic groups are those who share a common identity based on shared descent (real or imagined). Ethnicity is therefore a cultural concept rather than biological. In Britain the term ethnic minority is often applied solely to the visible ethnic minorities such as Black-Caribbean, Indians, Pakistanis, Bangladeshis, Chinese and others. Ethnic Minorities, as defined in the 1991 National Census, are estimated to form about 5 per cent of the UK population. This term applies to various types of groups, which may be self-defined, separatist, regional or autonomist movements or, more commonly accepted, as foreign ethnic groups residing in countries of immigration. The ethnic and national group data from the office of national statistics is based on the 2001 UK Census. Its classification is by no means satisfactory. Firstly, 'white' is not in itself an ethnic group and according to Health and Ridge (1983). More so, Heath and McMahon (1997) have observed that such classification renders invisible the large ethnic minority of Irish, who simply conflated with the other whites. Secondly, the inherent nature of ethnicity implies that the meaning of the categories may change over time and may differ from one generation to another.

Thirdly, ethnic identity is not fixed but subject to change and redefinition. The respondent decides which category he or she belongs to in the census list. The continuous interaction between the ethnic minority and white majority reveals a fluidity that is inevitable across categories. Another typical illustration of a changing scenario in the UK is in Leicester and Birmingham where the ethnic-minority population is expected to become the majority/dominant ethnic group by 2010 (Yeboah & Jackson 2003). These examples of problematic measurement in ethnicity are only a minute aspect of the complexities of a multicultural Britain in the twenty-first century. For instance Proudford and Nkomo (2005) argue that the English, Scots and Welsh can be described as having similar 'race' but are typically perceived as three distinctive cultural groups. Proudford and Nkomo (2005) suggest that the most dominate theoretical discourse within the concept of ethnicity is 'intergroup relations'. Sherif (1966) describes intergroup relations as relations between two or more groups and their respective members. Additionally, prejudice and discrimination have been cited as the most commonly studied aspects of intergroup relations (Nkomo, 1992). Prejudice can be defined as a negative attitude toward a social group and members of that group, usually based upon a flawed and rigid generalisation or stereotype (Fiske, 1998). A stereotype is an attitude toward another person based on that person's membership (social category) in some group of people that shares some fundamental features (Proudford and Nkomo 2005). Similarly, discrimination refers to evident attitudes and behaviour toward a group and its members which includes verbal and non-verbal attitudes irrespective of intensions. Discrimination occurs when a person is treated less favourably because of visible or invisible differences from the majority population, for instance skin colour, disability, gender, and/or ethnic origin (Ross & Schneider, 1992).

Accordingly, some researchers (Richard, 2000) have tied ethnic diversity issues to organisational performance, most likely as a response to the business case requirement from organisations. Proudford and Nkomo (2005) believe that theoretical divergence and a sense of urgency had led researchers in different directions. They suggest that ethnic diversity can be related to firm performance and organisational change (Grimes, 2001; Kossek, Markel & McHugh, 2003). These studies affirm that fundamental organisational change will have to occur in order to improve experiences and chances for minority groups in organisations. Finally, non-whites are persistently under-represented in the diversity management research; an occurrence/result which Proudford and Nkomo (2005) say is due to the small sample sizes used by researchers in their studies. Proudford and Nkomo's (2005) viewpoint was carefully considered in conducting the research herein reported and other community networking that was seen to provide more access to ethnic minority employees of organisations was utilised. Proudford and Nkomo (2005) also suggest ethnographic and other qualitative approaches when examining the complex and subtle nature of ethnicity in organisations.

Critical Race Theory (CRT)

CRT is widely acknowledged and enshrined in the American equality and diversity literature. Partly due to its roots in the civil rights movements in the 1960s, this was arguably the 'Genesis' of equal rights, racial justices and affirmative action in modern societies. According to Proudford and Nkomo (2005) CRT originated from the work of American legal scholars who argue that the civil rights movement was stuck and was not yielding expected outcomes. Thus the legal civil rights approach was becoming inadequate and no longer a remedy to persistent racism which had become a fundamental part of American legal culture and more generally the American society as a whole (Proudford & Nkomo 2005; Crenshaw et al., 1995). Similarly, Egan and Bendick (2003) affirms that diversity-related research and practice has been most active in the US as compared to other countries due to the passage of Title VII of the Civil Rights Act in 1964, and diversity management has become an important component of US corporations and enterprises more so than elsewhere in the world (Nishii & Ozbilgin, 2007). CRT along with other related theories such as Asian critical theory, Tribal critical theory, and critical race feminism (Bernal et al., 2003) drew from an extended broad field of critical theory (Solórzano & Bernal, 2001).

McDougall (1996) believes that CRT legitimates and promotes the voices of people of colour by using storytelling to further enhance experiential knowledge drawn from shared history and critiques of dominant social orders. Likewise, Proudford & Nkomo (2005) suggests that CRT thrives on ‘stock stories’. As a result, the author is of the opinion that in the UK, CRT sits well within the ‘Historical and re-defined Legal’ perspectives. More so, CRT clearly focuses on social inequalities which crop up through racial diversity (differences) and racism. One of the most fascinating tenets of CRT is that it seeks to reveal and discuss the daily realities of racism and expose how racism continues to benefit whites and discriminate people of colour.

According to Atkins's (2005) commentary in the 'Inside Housing', since the enactment of the Race Relations Act of 1976 in the UK, there has been a clear commitment to ensuring equality and fairness, but the recommendations of the Stephen Lawrence inquiry underlined that it was imperative to ensure that the UK society do not discriminate on grounds of race or colour. The recommendation suggests that institutional racism is still very much present in UK public and publicly-funded services. Consequently, CRT insists on radical change to existing social structures as one of the pre-conditions for its benefits. Sadly, civil rights legislation enacted in the US have not reduced racism and the primary beneficiaries have been whites (Ladson-Billings, 1998; Nebeker, 1998). Although the election of President Barrack Hussein Obama as the first mixed-race (African-American) president of the United States of American can be perceived as milestone in the race equality struggle in America.

However, successful outcomes as evidence of meaningful social and economic changes (improvement) in lives of blacks and ethnic minorities in organisations and the American society as a whole are still farfetched. For instance, Kelly and Dobbin's (1998) study on the rise and decline of antidiscrimination enforcement in the US describes President Kennedy's Executive Order 10925 as the first major federal effort to redress employment discrimination. The Order required federal contractors to take 'affirmative action' to end discrimination. However, federal contractors were uncertain of how best to comply, so they relied on Equal Employment Opportunity (EEO) and Affirmative Action (AA) specialist to design compliance programs that would protect them and their organisations from litigation (Sutton et al., 1994: Edelman, 1992). Categorically, the UK's import of CRT and the European Community (EU)'s stance is generally known as 'positive action'. An example of some unintended negative effects of CRT in the UK is the complexity and ambiguity in the conceptualisation of 'positive action'. Such problems transcends to anti-discrimination/equality and diversity management in organisations. A recent research conducted by the EC's directorate for employment, Social Affairs and Equal Opportunities found that positive action and related terminologies vary significantly across countries, organisational sectors and discrimination grounds. Thus (Adam 1997; Archibong et al., 2006a; EC, 2009:16):

> *This situation is further compounded by the fact that terms such as 'positive action', 'reverse discrimination', 'affirmative action' and 'corrective action' are used synonymously in myriad contexts.*

In addition, alternative labels for positive action also includes: 'constructive action' and 'structural initiatives', diversification strategies' as in Groschi and Doherty (1999). While in McCrudden (2007) they are called 'mainstreaming projects' and 'balancing measures'. However, Archibong et al., (2006a) argued that the terminologies used by various authors and practitioners should 'remain distinct form positive action itself'. Archibong et al. (2007) posit that positive action has three significant conceptual factors: the legislative, practice and political. Studies such as Chart and Chater (1992); Johns (2005) suggest that these factors can lead to misinterpretation of positive action, poor understanding and practice. This in turn results in a lack of and limited commitment to anti-discrimination. Thus positive action is embedded within a lager political context. However, issues of societal or organisational politics in equality and diversity are not particularly of great interest to the research team, the research aim and objectives. Although the researcher acknowledges the power-relations, group identity and possible group decisions, the influence of the state on organisations, but the internal organisational dynamics of SMEs are not necessarily politically charged. Thus the informality in the management practices in SMEs could be perceived as flexibility (advantage) or problematic (Noon, 2007), pending on the context.

Another problematic slant in CRT is its specific focus on 'Race' which can lead to unnecessary rivalry with other equality and diversity strands. Namely: Age, Disability, Race, Gender Reassignment, Belief and Sexual Orientation. Thus the UK's overarching approach which encompasses race and other equality and diversity strands is entrenched in the Equality Act 2010. Remarkably to date, the UK equal opportunity regulatory framework based on legislation (Equality Act, 2010) for tackling unfair discrimination has made 'positive discrimination' as unlawful while positive action is permissible with some restrictions. Positive action in the UK is aimed at encouraging job applications from more diverse groups in the labour market or enabling people from under-represented groups in the society to be involved in bespoke training programmes that will remove barriers and help them compete for jobs more successfully like others (Ozbilgin et al., 2008). According to the UK Government Equalities Office, the Single Equality Bill published in April 2009, replaced 116 pieces of equality legislation, 35 Acts, 52 Statutory Instruments, 13 Codes of Practice and 16 European Commission Directives. The legislation was passed as an Act of Parliament in April 2010 with an expected timescale of 2011 for public organisations in England, Scotland and Wales to comply, especially sections on; combined discrimination, public sector equality duties and age discrimination by service providers. In 2009, Maria Eagle, the then MP Deputy Minister for Women and Equality affirmed that the (Government Equality Office, June 2009):

> *The new Equality Bill …marks a major step forward in our approach to securing a just and fair society. It introduces a number of measures to strengthen and simplify our equality law, including placing a new single Equality Duty on public bodies. The new Equality Duty builds on the success of the existing duties and for the first time extends to cover the protected characteristics of age, religion or belief, sexual orientation and gender reassignment in full.*

The Act protects against discrimination on the following grounds: Age, Disability, Gender reassignment, Race, Religion or belief, Sex and Sexual orientation. These grounds are described in the Act as 'protected characteristics'. In harmony with the Equality Act 2010, the effective management of equality and diversity in public and private organisations can go a long way in mainstreaming equality and diversity in public bodies. Equality and diversity mainstreaming is the progression of equality and diversity by systematically integrating its principles into all organisational systems (process & procedures), culture, structure and policies. In like manner, the Equality Act is a stronger law which intends to create better and more inclusive public services which help people achieve and maximise their potentials. Through a new integrated Equality Duty on Public bodies and a new duty on strategic public bodies to consider reducing inequalities especially, socio-economic inequalities. This new legislation will for the first time facilitate greater innovation and assist in embedding equality into organisation's culture. Generally, the Equality Act 2010 embraces set of specific duties that are flexible, where public authorities are not constrained into taking action which is unnecessary or unproductive, instead it encourages (Maria Eagle Ex MP Deputy Minister E&D, 2010):

> *Mainstreaming equality into the design and delivery of public services which benefits everyone and drives up standards.*

On the other hand, Young (2000) points out the possible pitfall may be that in the process of mainstreaming equality, equal opportunities measures may be diluted. Nevertheless**,** the evolution of ant-discrimination law in the UK has been described as paradigm shift form equality to diversity (Tatli, 2010). Thus Tatli (2010:287) posit that (Thomas, 1990):

> *Diversity management has been proposed in the USA as a way forward. It is alleged that the managing diversity perspective has an advantage over equal opportunities due to its emphasis on difference and inclusion as opposed to the latter's emphasis on sameness and focus on gender and [race] ethnicity, which led to a backlash.*

Likewise, Equality and Diversity research indicates that in practice, Managing Diversity (MD) builds on the Equal Opportunity (OP) framework (Cornelius et al., 2002; Liff, 1999; Kitron & Green, 2000; Green & Kitron, 2009). In other words, MD and EO are combined in practice. This mutuality in practice could become the new approach to Equality and Diversity Management (Hill & Kenyon, 2008) and the basis for 'Managing Equality and Diversity (MED)' context in this study.

Challenges of theorising post-colonialism in the workplace

Post-colonialism focuses on the aftermaths of colonisation. It comprises of the historic and political notion of 'colonising' in relation to various forms of human exploitation, normalisation, repression and dependency. Thus communities/societies and nations that revolt against colonising conditions are said to be liberating themselves or seeking 'independence' as it was in most African countries in the sixties and seventies. However, such acclaimed 'independence' is arguable since the nature and nurture of colonisation has a strong and lasting effect on colonised societies. Consequently, a diverse workforce consisting of employees from nations and societies which represent the 'colonised' and the 'coloniser' requires competent, tactical, all-encompassing, empathetic leadership and diversity management style in the workplace. For this reason, the synthesised theories of MED posited in this PhD study is highly recommended for equality and diversity practitioners, academics, leaders and managers in organisations. Furthermore, 'post-colonialism' raises different kinds of conceptual and pragmatic problems. An example is the proper comprehension of the historical conditions in which post-colonialism emerged since it varies form one previous-colonised society to another. For instance post-colonial India, post-colonial sub-Sahara, and North Africa challenges are not the same. Also how the epistemological impact of post-colonialism impact transformed policies and practices are rear in academic resources and in people management in the workplace. The dilemma of considering sources or authority from the perspective of the 'colonisers' or the 'former colonised' is also complex and the implication is enormous.

Contesting the Business Case for MED – A brief critique of Noon (2007)

Noon (2007) argues against the business case for equal opportunities (EO) not necessarily MD or MED. The paper claim's that MD is a replacement of EO and a business case rationale which replaces arguments for social justice (Noon, 207:773), it went on to express the fears of loosing social justice as a result of MD. The on-going PhD research already identified the inadequacies of EO independently, it sees MED as encompassing EO and beyond. However, a closer examination of MD shows that it is neither a replacement, nor associated displacement or substitution for EO; instead, it is expected to build on EO. Thus MD is complementary to EO. As mentioned earlier, one of the challenges of the business case for MD is the limited understanding of its nature (Ozbilgin et al., 2007). It is rather ironic that Noon's (2007) supposed 'fatal flaws of diversity and the business case for ethnic minorities' is in itself critically flawed because his arguments are largely based on the 'substitution' assumption of MD for EO and perceived policy shift from EO to MD. For instance Butler and Rose (2011:274) noted that equality is concerned with 'the nature of potential advantage' and diversity focus on 'ability of all to achieve (maximise) full potential'. So Managing Equality and Diversity (MED) as proposed in this study solemnises the best of both (EO & MD) for the development/improved performance of the people within the organisation and consequently for the benefit of the organisation itself.

Again, in Noon's (2007:773) introductory text, he affirms that organisations which fail to 'employ a diverse range of people are missing out…' Besides, the business case for MD includes not only employment or recruitment but also involves developing, maintaining and effectively managing the diverse workforce form the employee and employer perspectives. Noon agrees that he does not 'purport to offer new evidence' but his reliance on acclaimed existing evidence is unfounded. And yet on page 774 the so-called 'empirical discoveries' are not empirical studies per se. More so, the concept of diversity is not limited to 'difference' but the 'perception of difference' as a 'potential advantage' rather than being always seen as a 'problem'. MD is not about 'dissolving differences' or 'only valuing difference' instead, diversity can be first, 'recognised', secondly, 'valued' and then 'managed' (Friday & Friday, 2003). Although Noon states that '*this list (empirical discovery, page 774) illustrates that if the concept of diversity simply means recognising a broader range of differences then…'* 'If' as indicated in Noon's statement denotes conditionality, but, the concept of diversity or managing diversity is more than 'simply' recognising a variety of differences.

The case study by Foster and Harris (2005) adopted by Noon (2007) was form one retail manager's perspective and inadequate for generalisation. Also, majority of operational managers in such sector are usually trained to *develop managerial capacity* to 'manage diversity'. Such equality and diversity training enhances their learning and helps to change stereotypical notions, sharp attitudes and positively influence their behaviours in relations to equality and diversity. Noon (2007) also argues against the adoption of the language of diversity and the acceptance of the business case rationale. According to Noon (2007) some other flaws of the business case are as follows: (1) MD encompasses all forms of 'difference' and 'uniqueness' and undermines 'race and ethnicity'. (2) MD as having organisational 'managerial rhetoric' and not inclusive enough in terms of responsibility and ownership. (3) The business case for diversity remains political. (4) It is favoured by neo-liberals and focuses on the benefits of ensuring fairness. (5) Management failures and EO measurement. (6) Debate on short term Vs long term rationale, return on investment and monetary benefits. (7) Motives for the business case. To sum up, Noon (2007:781) suggest that the '*business case alone*' should not be the basis for building policy on equality. A notion also supported by Ozbilgin et al, (2008) and proposed in this study.

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