TRANSFORMATIONAL LEADERSHIP, KNOWLEDGE MANAGEMENT, ENTREPRENEURIAL ORIENTATION AND ORGANISATIONAL EXCELLENCE IN THE HIGHER EDUCATION INSTITUTIONS IN NIGERIA

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BY

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ABSTRACT

The past three decades had witnessed increasing challenge to the higher education institutions especially the public-owned ones. This challenge had been for the institutions to think like the corporate enterprises towards becoming world class so as to ensure improved excellent performances. However, there had been little research on the impact of transformational leadership and knowledge management as well as the moderating role of entrepreneurial orientation on performance excellence of higher education institutions especially in Nigeria. Based on the Resource Based View and Complementary Asset Theory, this study thereby aimed to determine the significance of relationship between transformational leadership and organisational excellence, and the significance of relationship between knowledge management and organisational excellence in the public higher education institutions in Nigeria. The study further aimed to determine the moderating role of entrepreneurial orientation on the relationship between transformational leadership and organisational excellence, and on the relationship between knowledge management and organisational excellence. Data were collected from division heads in the public higher education institutions in the North-Central and South-Western geo-political zones of Nigeria. The study employed multistage sampling procedure with the use of survey questionnaires. Out of the 480 questionnaires distributed, 383 were returned with only 372 usable giving a 77.5 percent response rate. The 372 usable responses were analyzed through SPSS 20.0. Multiple regressions were used to investigate the relationships between transformational leadership, knowledge management, entrepreneurial orientation and organisational excellence. Results showed significant positive relationships between transformational leadership and organisational excellence and between knowledge management and organisational excellence. The results also showed that entrepreneurial orientation moderates the relationship between transformational leadership and organisational excellence, and that of knowledge management and organisational excellence.

Keywords: organisational excellence, transformational leadership, knowledge management, entrepreneurial orientation
ABSTRAK


Kata Kunci: kecemerlangan organisasi, kepimpinan transformasional, pengurusan pengetahuan, orientasi keusahawanan
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LIST OF ABBREVIATIONS

ANOVA: Analysis of Variance
ASUP: Academic Staff Union of Polytechnics
ASUU: Academic Staff Union of Universities
CAE: Canada Award of Excellence
CBN: Central Bank of Nigeria
CEO: Chief Executive Officer
COEASU: Colleges of Education Academic Staff Union
EFQM: European Foundation for Quality Management
FGN: Federal Government of Nigeria
FME: Federal Ministry of Education
HEI: Higher Education Institution
JUSE: Union of Japanese Scientists and Engineers
KMO: Kaiser-Meyer-Olkin
MBNQA: Malcolm Baldrige National Quality Award
MPC: Malaysian Productivity Corporation
MSA: Measure of Sampling Adequacy
NBS: National Bureau of Statistics
NBTE: National Board for Technical Education
NCCE: National Commission for Colleges of Education
NGO(s): Non-Governmental Organisation(s)
NPC: National Productivity Council (Malaysia)
NPE: National Policy on Education
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>NUC</td>
<td>National Universities Commission</td>
</tr>
<tr>
<td>PCA</td>
<td>Principal Component Analysis</td>
</tr>
<tr>
<td>PMQA</td>
<td>Prime Minister Quality Award</td>
</tr>
<tr>
<td>SSS</td>
<td>Senior Secondary School</td>
</tr>
<tr>
<td>TETFund</td>
<td>Tertiary Education Trust Fund</td>
</tr>
<tr>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>UNN</td>
<td>University of Nigeria, Nsuka</td>
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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

The importance of quality products had long been acknowledged through the efforts of Union of Japanese Scientist and Engineers (JUSE) and through the publication of *In Search of Excellence* by Peters and Waterman (1982). This strive towards excellence had been further encouraged through the establishment of excellence awards by countries and organisations. These awards were in form of the Deming Prize in Japan, Malcolm Baldrige National Quality Improvements Act of 1987 in America and the European equivalent in form of European Foundation for Quality Management (MBNQA Act, 1987; EFQM, 2014). To underscore the importance of excellent performances, other countries of the World had also adapted the excellence awards systems mentioned above as organisations were expected to display excellent performances for the benefit of all stakeholders (Klefsjö, Bergquist & Garvare, 2008; Talwar, 2011). Many countries of the world had been putting measures in place towards ensuring World Class status and performances for organisations that operate in them. Higher education institutions were not excluded from this search for excellent performance.

To be able to achieve the primary aim of its establishment, every organization, either in the manufacturing or service industry (higher education institutions inclusive) must aim at ensuring excellent performances in its activities. The need for continuous improvements, especially in the higher education institutions, was more necessary with
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Hebscohost 1: MALAYSIA EXCELLENCE 111 results none discuss PMQA but TQM only  http://ehis.ebscohost.com.eserv.uum.edu.my/ehost/results?sid=a8f1eb0c-d8bd-46f4-82d5-.


Jstor: Malaysia prime minister award result (179) none found

http://www.jstor.org.eserv.uum.edu.my/action/doBasicResults?la=&wc=on&fc=off&vf=all&bk=off&pm=off&jo=off&ar=off&re=off&ms=off&Query=malaysia+prim


Malcolm Baldrige National Quality Improvement Act of 1987


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Controversy and Advancement in Organizational Knowledge Creation Theory. 


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Sciverse: [http://www-scopus-com.eserv.uum.edu.my/results/results.url?sort=plf-f&src=s&st1=malaysia+prime+minister+quality+award&sid=7B90CA58C5E0342F6DFCC1D9BB73145B.kqQeWtawXauCyC8ghhRGJg%3a20&sot=b&sd=52&s=TITLE-ABS-KEY%28malaysia+prime+minister+quality+award%29&origin=searchbasic&txGid=7B90CA58C5E0342F6DFCC1D9BB73145B.kqQeWtawXauCyC8ghhRGJg%3a2](http://www-scopus-com.eserv.uum.edu.my/results/results.url?sort=plf-f&src=s&st1=malaysia+prime+minister+quality+award&sid=7B90CA58C5E0342F6DFCC1D9BB73145B.kqQeWtawXauCyC8ghhRGJg%3a20&sot=b&sd=52&s=TITLE-ABS-KEY%28malaysia+prime+minister+quality+award%29&origin=searchbasic&txGid=7B90CA58C5E0342F6DFCC1D9BB73145B.kqQeWtawXauCyC8ghhRGJg%3a2)


