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**ALLIANCE ORIENTATION, TOTAL QUALITY  
MANAGEMENT AND PERFORMANCE OF NIGERIAN  
PUBLIC UNIVERSITIES: THE ROLE OF CORPORATE  
ENTREPRENEURSHIP**

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**MASTER OF SCIENCE MANAGEMENT  
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CORPORATE ENTREPRENEURSHIP**

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**UUM**  
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School of Business Management, College of Business,  
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(Management)**

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## ABSTRACT

The study aims to investigate an association between alliance orientation and total quality management on the performance of Nigerian public universities, with the moderating variable of corporate entrepreneurship. Literature was reviewed in management and other related fields for better understanding of past, present and future needs in the study area. Higher education is a vital tool for the economic growth in Nigeria and it constitutes an important basis of producing high level manpower which significantly contributes towards the economic development of the country. As a result of a thorough review of literature, a model was proposed to examine these associations. A questionnaire survey design was used and the academic leaders of 13 public Northwestern Nigerian Universities were the respondents. The study employed systematic sampling technique in data collection, and 434 usable questionnaires were received from the respondents. A combination of descriptive and inferential statistics was used to analyze the data collected using SPSS statistical package version 20, and smart partial least squares (PLS) 2.0 M3. The findings of this study indicate that alliance orientation and total quality management have direct significant positive relationship with performance, whereas, corporate entrepreneurship was found to moderate on the relationship between alliance orientation, total quality management and performance among Nigerian public Universities. Finally, study implications for theory and practice, limitations, conclusions as well as direction for future research were provided and discussed.

**Keywords:** alliance orientation, total quality management, corporate entrepreneurship, performance

## ABSTRAK

Kajian ini bertujuan untuk meneliti hubungan di antara orientasi perikatan dan pengurusan kualiti menyeluruh dengan prestasi universiti-universiti awam di Nigeria, dengan keusahawanan korporat sebagai variabel penyederhana. Literatur telah diulas dalam bidang pengurusan dan bidang berkaitan bagi mendapatkan pemahaman lebih baik tentang keperluan lepas, semasa dan masa hadapan pengajian berkenaan. Pendidikan tinggi merupakan alat yang penting bagi pertumbuhan ekonomi di Nigeria and ia adalah asas penting bagi mengeluarkan gunatenagatahap tinggi yang akan menyumbangkan kepada pembangunan ekonomi negara. Hasil daripada ulasan terperinci literatur, satu model dicadangkan untuk meneliti hubungan-hubungan ini. Rekabentuk tinjauan soal-selidik digunakan dan pemimpin akademik di 13 universiti awam di baratdaya Nigeria dijadikan responden. Kajian ini menggunakan teknik persampelan sistematik dalam pemungutan data dan sebanyak 434 soal selidik bolehguna diterima daripada responden. Gabungan deskriptif dan statistik inferensi digunakan untuk menganalisis data melalui SPSS pakej statistik versi 20 dan smart partial least squares (PLS) 2.0 M3. Dapatan kajian menunjukkan orientasi perikatan dan pengurusan kualiti menyeluruh mempunyai hubungan signifikan positif dengan prestasi manakala keusahawanan korporat menyederhana hubungan di antara orientasi perikatan, pengurusan kualiti menyeluruh dan prestasi di kalangan universiti-universiti awam Nigeria. Akhir sekali, implikasi kajian bagi teori dan praktis, limitasi, rumusan serta arah tuju kajian masa hadapan di sedia dan dibincangkan.

**Kata kunci:** orientasi perikatan, pengurusan kualiti menyeluruh, keusahawanan korporat, prestasi

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## LIST OF ABBREVIATIONS

AL	Academic Leaders
AO	Alliance Orientation
AVE	Average Variance Extracted
BP	Business Performance
CE	Corporate Entrepreneurship
CR	Composite Reliability
EO	Entrepreneurial Orientation
FL	Factor Loadings
FP	Firm Performance
ISO	International Standard Organization
NPE	National Policy on Education
NUC	National Universities Commission
OP	Organizational Performance
PLS	Partial Least Square
RBV	Resource Based View
SEM	Structural Equation Modelling
SME	Small And Medium Enterprises
SPSS	Statistical Package for Social Science
TQM	Total Quality Management
TQS	Total Quality Services
US	United State



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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

University education serves as a means for producing individuals that possess academic and mental capability which will in turn help in the production of high level manpower to man the various sectors of the economy (Wolfensohn, 2000). Subiar (2014) asserted that the intellectual and professional life of a country depends on the sound higher education, especially university education that provides quality products of international standards. Research has shown that quality education could be determined by the following factors, among which is entrepreneurship training, academic qualification, financial, moral and many more. The problem of accessing higher education is due to the expected rise in demand for it and the subsequent need for implementing UNESCO (2000)'s goal of Education for all. Presently, Juman (2007) reported that there is a continuous fall in the enrollment rate in Sub-Saharan Africa, which is found to be less than five percent.

In particular, the National Policy on Education (NPE), (2004) highlighted the aims of university education which includes the following: contribution to national development through high-level relevant manpower training; developing and inculcate proper values for the survival of the individual and the society; developing

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