



LAGOS STATE UNIVERSITY, OJO
FACULTY OF MANAGEMENT SCIENCES

DEPARTMENT OF BUSINESS ADMINISTRATION
2017 ANNUAL CONFERENCE

THEME:

**MANAGING ORGANISATIONS IN A
TURBULENT ENVIRONMENT
FOR ECONOMIC RECOVERY**

VENUE:

SCHOOL OF TRANSPORT, LAGOS STATE UNIVERSITY, OJO

DATE:

8TH – 10TH NOVEMBER, 2017

CONFERENCE PROCEEDINGS



PROF. OLANREWAJU FAGBOHUN

Vice Chancellor

PROF. A. O. K. NOAH

Deputy Vice Chancellor (Academics)

PROF. 'DAMOLA OKE

Deputy Vice Chancellor (Administration)

PROF. 'BANJI FAJONYOMI

Dean, Faculty of Management Sciences

HEAD OF DEPARTMENTS

NAMES

Prof. KEHINDE James

Prof. YUSUF Rahmon

Dr. ASHAMU Sikiru

Dr. OBAMIRO John Kolade

Dr. (Mrs.) FAPOHUNDA Tinuke

Dr. OYENIYI Omotayo

Dr. NCHUCHUWE Friday

Dr. OLATEJU Olawale

Dr. SAKA Rahman

DEPARTMENTS

Accounting

Insurance

Banking and Finance

Business Administration

Industrial Relations and Personnel Mgt.

Marketing

Public Administration

Management Technology

Sub-Dean

LOCAL ORGANISING COMMITTEE

Dr. AKEWUSHOLA, R. O. (08023593046)

Chairman, Local Organising Committee

Dr. OBAMIRO, J. K. (08061544978)

Conference Chairman

Dr. ALAKA, N. S. (08035837910)

Secretary

Dr. AKINGBADE, W. A. (08030500622)

Member

Mr. ELEGUNDE, A. F. (08029087821)

Web Secretary

2017 DEPARTMENT OF BUSINESS ADMINISTRATION CONFERENCE

DAY 1: NOVEMBER 8, 2017



Opening Ceremony

Special Guest of Honour

HER EXCELLENCY DR. (MRS.) IDIAT OLURANTI ADEBULE

Deputy Governor, Lagos State

Guest of Honour

MR. OBAFELA BANK-OLEMOH

Special Adviser on Education, Lagos State.

Guest of Honour

PROFESSOR A. M. A. NINALOWO

Pro Chancellor and Chairman of the Governing Council,
Lagos State University

Chief Host

PROFESSOR OLANREWAJU ADIGUN FAGBOHUN

Vice Chancellor, Lagos State University

Host

PROFESSOR BANJI FAJONYOMI

Dean, Faculty of Management Sciences, Lagos State University

Co-Host

DR. OBAMIRO JOHN KOLADE

Head of Department, Business Administration, Lagos State University

8.00am – 9.00am

Conference Registration

9.00am – 09.45am

Arrival of Guest

National Anthem

Opening Prayer

Introduction of Guests

Welcome Address by the Dean of Faculty of Mgt. Sciences

Address by the Chief Host – The Vice Chancellor

Opening Address by the Deputy Governor

Opening Address by the Special Adviser on Education

Opening Address by the Pro-Chancellor and Chairman of
Council



2017 DEPARTMENT OF BUSINESS ADMINISTRATION CONFERENCE

09.45am – 10.00pm	OPENING CEREMONY LECTURE Chief Host Opening Remarks: Prof. Lanre Fagbohun Vice Chancellor, Lagos State University.
10.00am – 10:45am	LEAD PAPER PRESENTATION: Prof. B. E. A. Oghojafor Deputy Vice Chancellor, University of Lagos. LEAD PAPER PRESENTATION: Prof. Olufemi Oludimu Former Vice Chancellor, Caleb University, Ikorodu, Lagos.
10.45am – 11.30am	KEYNOTE SPEAKER Dr. Thomas Ogungbangbe CEO, CITA Aviation Fueling Company Chairman, Aviation Fuel Marketers Association of Nigeria
11.30am – 11.50am	Tea/Coffee Break
11.50am – 12.50pm	Business Case Analysis for Organisations
12.50pm – 1.20pm	Lunch Break
1.20pm – 2.50pm	Deliberations on Key Issues – “The Nigerian Experience”
3.00pm – 5.00pm	Sectional Presentations of Academic Papers

DAY 2: NOVEMBER 9, 2017

9.00am – 11.30am	Sectional Presentation of Academic Papers
11.30am – 12.00pm	Tea/Coffee Break
12.00pm – 2.30pm	Sectional Presentation of Academic Papers
2.30pm – 3.30pm	Plenary Session: Wrap Up
3.30pm – 4.00pm	Closing Remark by Dr. A. A. Lawal Presentation of Certificate to Participants



DAY 3: NOVEMBER 10, 2017

DEPARTURE!

DEPARTURE!!

DEPARTURE!!!

**PROGRAMME OF EVENTS****DAY ONE (NOVEMBER 8, 2017)****PARALLEL SESSION ONE (3: 00 P.M – 5: 00 P.M)****Track 1: Management for Economic Recovery I****Venue: Room 1****Track Chair: Dr. 'Supo Akewushola****Track Co-Chair: Dr. Oladimeji Moruf**

1.	<i>Adetayo, Joshua Olusegun, Oyelude, Opeyemi Oluseun & Fadun, Toluwale Adeyemi</i>	Place of Customer Relationship Management in Enhancing Customer Satisfaction in the Banking Industry
2.	<i>Balogun, Mustapha Tosin</i>	Corporate Rebranding as a Management Strategy for Brand Image in Lagos State University
3.	<i>David M. Akinnusi & Mercy A. Agumadu</i>	An Assessment of the Strategic Positioning of Organizations and their impacts on Organizational Performance in a Challenging Environment in Nigeria
4.	<i>Ogbor, John Oghenechuko & Okpako, Oniovosa Sunday</i>	Corporate Social Responsibility and Managing Stakeholder Relationship in a Developing Economy: The Case of Multinational Corporations in Nigeria
5.	<i>Okon, S. E, Adeleke, O.J, Wale-Oshinowo, B.A., & Kuye, O.L.,</i>	Applying Taylorism Principles to Evaluate the Three Levels of Employee Commitment (A study of Taste Fried Chicken, Lagos State Nigeria)
6.	<i>Oluwaseyi Fakunle & Olaleke Ogunnaike (PhD)</i>	Globalization and Business Performance in the Nigerian Business Environment: Correlation Analysis

Track 2: Marketing for Economic Recovery I**Venue: Room 2****Track Chair: Dr. Omotayo Oyeniyi****Track Co-Chair: Dr. Ogunnaike**

1.	<i>Esther S. Amah</i>	A Thematic Analysis of Consumers' Behaviour Applying the Knowledge of Neuromarketing
2.	<i>Emmanuel Olaniyi Dunmade, PhD.,</i>	An Evaluation of the Influence of Product Packaging on Consumer's Purchase Decision (<i>A Case Study of Unilever Nigeria Plc</i>)
3.	<i>Mukhtar Halliru (PhD), Ibrahim Kabir & Mukhtar Salisu Abubakar</i>	Analysis of Chinese Product Awareness and Local Brand Loyalty: Threat to Survival of Local Industries in Northern Nigeria
4.	<i>Obayan Joshua, Mbonu Chifulumnanya, Gerald Nwabueze and Oyeniyi Oke</i>	An Empirical study of the Relationship between the Theory of Reasoned Action and Buyer Preference
5.	<i>Ogunkoya Olufemi A., Hassan Banjo A., & Soremekun Oluwatobi E.,</i>	Supply Chain Management and Product Diffusion as Determinants of Market Performance in a Manufacturing Industry
6.	<i>Tijani, Abideen Adekunle, Dansu, Emmanuel Sewanu & Sunmola, Babatunde Rasaki</i>	Internet Marketing among Tertiary Academic Institutions in Developing Economies: Evidence from Lagos and Delta States, Nigeria
7.	<i>Fesobi Oluwaseun</i>	Retaining Core Employees in Private Universities in a Turbulent Environment



Track 3: Entrepreneurship for Economic Recovery I

Venue: Room 3

Track Chair: Dr. Ogundele, O.J.K

Track Co-Chair: Dr. Muftau Awoniyi

1.	<i>Idowu .E. Adebayo & Bankole Oluseun .A</i>	Youth Entrepreneurship: A Vector of Economic Growth
2.	<i>Adeoye, Abayomi Olanrewaju (PhD) & Ajemunigbohun, Sunday Stephen</i>	Insurance Awareness and Acceptance: Empirical Evidence among Small Business Owners in the Lagos Metropolis
3.	<i>Akingbade, Waidi Adeniyi (PhD)., & Aberuagba Toyin</i>	Entrepreneurial Education and Human Capital Development in Selected Small and Medium Enterprises (SMEs) in Lagos State
4.	<i>Akinyele, Samuel Taiwo (PhD), Akinyele, Esther Feyisayo & Taiwo, Moyosore Hannah</i>	Psychological Characteristics as Predictor of Performance of Women Entrepreneurs in Small and Medium Businesses in Abeokuta, Nigeria
5.	<i>Mary Ejiehi Ezema</i>	A Study of the Effects of Faith-Based Entrepreneurial Activities on Youth Empowerment in Lagos, Nigeria
6.	<i>Oluwatoyin Frederick Idowu</i>	Entrepreneurship Education and Entrepreneurial Behaviour among Tertiary Institutions' Students in Lagos State
7.	<i>Adewuyi Titilayo O., Ogunmodede Kehinde, & Avoseh Seide Segun</i>	Entrepreneurship Development and Orientation in Developing Economy
8.	<i>Adelekan, Saidi Adedeji (Phd) & Alaka, Nureni Sanusi (Phd)</i>	Effects to Resuscitate Non-Oil Export and Entrepreneurial Success: A Case Study of AGOA

Track 4: Entrepreneurship for Economic Recovery II

Venue: Room 4

Track Chair: Dr. Lawal Abdulazeez Abioye

Track Co-Chair: Dr. Kabiru Genty

1.	<i>Issa Abdulraheem, Abu Zekeri & Salau Abdulazeez Alhaji</i>	Entrepreneurial Cluster and Agric Business Competitiveness in Kwara State, Nigeria
2.	<i>Jevwegaga Helen, Ade-Adeniji, Oluwakemi, Akinnusi M. (PhD) & Iyiola, Dele (DBA)</i>	Thematic Analysis of Industrial Clustering and Sustainable Development among SMEs In Developing Economy
3.	<i>Lawal, A.A. (PhD) & Bako, Y.A.(PhD)</i>	Corporate Social Responsibility (CSR) and Organizational Performance of Nigerian Small and Medium Enterprises (SMEs)
4.	<i>Lily Dorcas Hananiah, Adeyemi Omolade Sunday, Adeyemi Kayode Samuel & Adeyemi Oluwatiyin Damilola</i>	The Role of Co-Operative Societies towards the Development of Rural Communities in Nigeria (A Case Study of Ife Central Local Government)
5.	<i>O.J.K. Ogundele PhD.,</i>	Cultural Change and Entrepreneurship: Strategies for Managing Changing Environment
6.	<i>Oladimeji, Moruff Sanjo PhD, Eze Benneth Uchenna & Akanni Kazeem Adeyinka</i>	Business Eco System and Micro, Small and Medium Enterprises (MSMEs) Performance in Nigeria



Track 5: Human Resources Management for Economic Recovery I

Venue: Room 5

Track Chair: Prof. Akinusi

Track Co-Chair: Dr. Adeoye

1.	<i>Abiodun, Abolaji Joachim, Akinbola, Olufemi Amos & Sanni, Sekinat Arike</i>	Correlates between Leadership Styles and Employees' Turnover in Nigeria Organization
2.	<i>Abosedo, Julius Adebisi PhD, Eze, Benneth Uchenna & Sowunmi, Motunrayo Felicia</i>	Human Resource Management and Banks' Performance in Nigeria
3.	<i>Abu, Zekeri, Akanbi, Lanre Kamoru & Issa, Abdulraheem</i>	An Appraisal of the impact of Conflict Management Dynamics and Staff Service Performance
4.	<i>Ade-Adeniji Oluwakemi & Helen Jevwegaga</i>	Relevance of Organizational Wellness on Job Satisfaction
5.	<i>Ade-Adeniji Oluwakemi</i>	Empirical Evaluation of Non-Monetary Compensation as a Prediction of Employee Retention
6.	<i>Adebisi Abosedo Julius, Sowunmi Motunrayo Felicia & Salau Odunayo Paul</i>	Determinants of Financial Incentives on the Performance of Employees in a Recessed Economy
7.	<i>Jayeoba, Foluso Ilesanmi (Phd)</i>	Labour Export as Strategic Solution to Protracting Unemployment Problem in Nigeria

PLENARY SESSION: WRAP UP (5:00 P.M – 6: 00 P.M)

DAY TWO (NOVEMBER 9, 2017)

PARALLEL SESSION TWO (9: 00 – 11:00 AM)

Track 6: Human Resource Management for Economic Recovery II

Venue: Room 1

Track Chair: Dr. Yunus Dauda

Track Co-Chair: Dr. Jayeoba

1.	<i>Adeoye, Abayomi Olanrewaju (PhD)</i>	Performance Management: A Conduit Pipe for Organizational Success.
2.	<i>Adewuyi Titilayo O., Ogunmodede Kehinde & Avoseh Seide Segun</i>	Human Resource Management Practices in a Complex Environment
3.	<i>Awe Kayode Obafemi (PhD) & Idowu Oluwatoyin</i>	Retention Strategies and Turnover Intention in a Turbulent Economic Environment: A Study of Academic Staff of Lagos State University (2006 – 2016)
4.	<i>Fapohunda, Tinuke. M. (PhD) & Azeez, Rasheed Olawale</i>	Managing People in a Turbulent Environment: Is 'Green HRM' The Light And Salvation?
5.	<i>Issa Abdulraheem (PhD)</i>	The Complexity of Managing Workforce Diversity in Nigerian Public Sector Organizations
6.	<i>Kabiru Ishola Genty (PhD)</i>	Employment Injury Benefits: An Antidote for a Sustainable Society in Emerging Economies
7.	<i>Saka, R.O (PhD)</i>	Executive Compensation and Organisational Financial Performance: Evidence from Selected Diversified Firms in Nigeria

**Track 7: Management for Economic Recovery II****Venue: Room 2****Track Chair: Prof. Yalokwo****Track Co-Chair: Dr. Olajide Olubayo**

1.	<i>Akewushola, Raheem Olasupo (PhD) & Igboke Chidiebere</i>	Organizational Culture and Strategy Implementation in National Directorate of Employment Lagos Office
2.	<i>Iheonunekwu Wowo & Bakare Akeem Abayomi</i>	Regulatory Agencies and Unethical Practices in the Nigerian Oil and Gas Sector
3.	<i>Akingbade, Waidi Adeniyi (PhD) & Bello, Olaide Wasiu</i>	Practice of Classical and Emerging Management Theories and Schools of Thought Revisited
4.	<i>Ogbor, John Oghenechuko & Okpako, Oniovosa Sunday</i>	Corporate Social Responsibility and Managing Stakeholder Relationship in a Developing Economy: The Case of Multinational Corporations in Nigeria
5.	<i>Akinmuleya Omoseye</i>	The Impact of Oil Spill on Environmental Pollution of Niger Delta, Nigeria.
6.	<i>Bello, O. Bolaji</i>	Business Process Reengineering and on Service Quality: Evidence from Hotel and Hospitality Industry in Lagos
7.	<i>Akewushola, Raheem O., (Phd), Alaka, Nureni S. (Phd), Tijani, Adekunle A.</i>	Strategic Alliance and Firm Performance: A Focus on Service Industry.

Track 8: Marketing for Economic Recovery II**Venue: Room 3****Track Chair: Dr. Oladele Ilesanmi****Track Co-Chair: Dr. Samuel Akinyele**

1.	<i>Oyeniya, Omotayo Joseph (PhD)</i>	Corporate Reputation, Trust, Customer Satisfaction and Loyalty in the Nigerian Telecommunication Industry
2.	<i>Oladimeji Moruff, (PhD), Worimegbe, Powel Maxwell & Okpako, Oniovosa Sunday</i>	Cultural Typology, Bank Quality Service and Customers' Satisfaction in a Distressed Economy
3.	<i>Salaudeen Fatimah Modupeola & Taiwo Abdulkareem Babatunde</i>	Entrepreneurship Education as a Correlate of Entrepreneurial Initiative in Lagos State University Ojo
4.	<i>Taiwo Abdulkareem Babatunde & Salaudeen Fatimah Modupeola</i>	Farm Record Keeping and Account Behaviour and its Effects on Productivity among Poultry Farmers in Ikorodu Local Government Area of Lagos State
5.	<i>Sabitu Olalekan Owotutu, Adewuyi Titilayo Jolaogun & Adegbite Adewale Ganiu</i>	Effect of Government Policy on Small and Medium Scale Enterprises (Selected SMEs Small and Medium Enterprises in Ado Odo Ota Local Government)
6.	<i>Oluwakemi Oreagba (PhD Researcher) & Olaleke Ogunnaike (PhD)</i>	The Influence of Innovation Capability on Marketing Performance among SMEs in Lagos State

**Track 9: Entrepreneurship for Economic Recovery III****Venue: Room 4****Track Chair: Dr. Jacob Fatile****Track Co-Chair: Dr. Nureni Alaka**

1.	<i>Oladimeji, Moruff Sanjo PhD, Eze Benneth Uchenna & Akanni Kazeem Adeyinka</i>	ICT Adoption and Micro Enterprises Performance in Nigeria
2.	<i>Ogbor, John Oghenechuko</i>	The Informal Sector and Entrepreneurship Orientation in a Developing Economy
3.	<i>Durowoju, Stella T. (PhD) & Elegunde, Ayobami F.</i>	Organizational Silence and Performance of selected Small and Medium Enterprises in Lagos State
4.	<i>Oladimeji Moruff, PhD., Okpako, Oniovosa Sunday & Worimegbe, Powel Maxwell</i>	Apprenticeship model: A strategic tool for entrepreneurship growth and economic development in a turbulent economic environment
5.	<i>Oluwakemi Oreagba (PhD Researcher) & Olaleke Ogunnaike (PhD)</i>	The Influence of Innovation Capability on Marketing Performance among SMEs in Lagos State
6.	<i>Oguh, Festus Aruoriwo & Eyanuku, Julius Paul</i>	Deposit Money Banks' Lending and SMEs Output in the Agro-Allied Sectors of Nigeria Economy
7.	<i>Prof. Patric Yalokwo & Victor Nwani</i>	Spirituality and performance in corporate organizations: Issues, challenges and strategies

Track 10: Human Resources Management for Economic Recovery III**Venue: Room 5****Track Chair: Dr. Olawale Olateju****Track Co-Chair: Dr. Abayomi Olumoko**

1.	<i>Oluwatoyin Frederick Idowu & Olawunmi Olufunke Abolarin</i>	Employee Share -Ownership and Employee Commitment and Retention of Selected Organizations in Lagos Metropolis
2.	<i>Oginni Babalola Oluwayemi and Erigbe Patience</i>	The Place of Employee's Placement in National Development in Nigeria
3.	<i>Olajide, Olubayo(PhD), Isimoya, O. A. & Onafalujo Kunle (PhD)</i>	Performance Related Pay (PRP) and Organizational Commitment of Senior Staff in Nigerian Insurance Industry
4.	<i>Olaniyan, T. S., Oduguwa, A. S, Aliu, F., & Praise-jar Ozopelide, P.M</i>	Effect of Employee Pay and Job Satisfaction on Employees' Job Performance: A Focus on the Contemporary Nigerian Center for Management Development
5.	<i>Oyelude, Opeyemi O., Fadun, Toluwalase A., & Laosebikan, Johnson O.</i>	Time Management: A Prerequisite for Effective Leadership Performance in Banking Sector
6.	<i>Temitope Owolabi & Gbolahan Ajibose</i>	Human Resource Management Practices in Nigeria under a Global System: Issues, Challenges and Prospects
7.	<i>Olabode Segun Oluwaseun; Iheonunekwu Wowo (PhD student) & Adesanya Atinuke Regina (PhD student)</i>	Triangulation Research Design in Management Sciences: An Expository Approach
8.	<i>Olabode Segun Oluwaseun; Olateju, Olawale Ibrahim; & Adesanya, Atinuke Regina</i>	Referencing Style with Microsoft Word: A Practical Presentation of APA 6 th Edition Style

TEA/COFFEE BREAK (11:00 A.M – 11.30 A.M)**PARALLEL SESSION THREE (11:30 A.M – 1: 30 P.M)****PLENARY SESSION: WRAP UP (2:00 P.M – 3: 00 P.M)**

**Track 11: Human Resources Management for Economic Recovery IV****Venue: Room 1****Track Chair: Dr. Akanji Bankole****Track Co-Chair: Dr. (Mrs) Stella Durowoju**

1.	<i>Ihuoma Ikemba-Efughi & Yemisi I. Ogunlela, (PhD)</i>	An Evaluation of New Human Resource Management Roles in Promoting Industrial Performance
2.	<i>Ilesanmi, O.A. (PhD)</i>	Capacity Building and Utilization of Human Capital for Organization Effectiveness in Nigeria
3.	<i>Bashiru Saheed Owolabi</i>	Impact of Employees' Competence on Speedy Service Delivery
4.	<i>Yunus Adeleke Dauda (PhD) & Khadijat Adeola Idowu (PhD)</i>	The Dynamics of Employee Performance Measurements: Human Resource Accounting Perspectives.
5.	<i>Ilesanmi, O.A. (PhD)</i>	Role of Innovation Management in Work Organization for Industrial Competitiveness in Nigeria.
6.	<i>Famolu, B.F. (PhD)</i>	Effect of Employees Motivation and Innovative Management in Improving Corporate Performance in Nigeria.
7.	<i>Nwamaka Patricia, Ibeme (PhD)</i>	Human Resource Development: Imperative for Curbing Youth Restiveness and Enhance National Development

Track 12: Finance for Economic Recovery I**Venue: Room 2****Track Chair: Prof. Babatunde Yusuf****Track Co-Chair: Dr. Matthew Abata**

1.	<i>Abata, Matthew Adeolu (PhD), Soyeb, Yusuf A., & Professor Migiro, Stephen Oseko</i>	Nigerian Banks' Specific Factors and Market Share Price Nexus: A Cointegration Approach
2.	<i>Ashamu, Sikiru O (PhD)</i>	Bank Lending and Monetary Policy: Evidence from Deposit Money Banks (DMBs) in Nigeria
3.	<i>Kazeem Bayo Liafeez, (PhD).</i>	Does Nature of Relationship between Principal and Agents of Microfinance Banks impact on the banks' Performance?- Evidence from Southwestern Nigeria
4.	<i>Oyekola Oluwakemi, Ogunsuji Olabode James & Obanla Olakunle James</i>	Implementation of Treasury Single Account: Budget and Challenges on Nigeria Economy
5.	<i>Ubaka, Ifeanyi Emmanuel</i>	Corporate Dividend Policy and Firm Performance: Nigeria Evidence from Quoted Conglomerate Firms
6.	<i>Jegade, Charles O. (PhD), Olajide, Olubayo T. (PhD) & Bakare, Fatai, O.</i>	Corruption Index and Foreign Direct Investment (FDI) in Nigeria: An Empirical Insight

Track 13: Operation Research for Economic Recovery**Venue: Room 3****Track Chair: Prof. Akeem Salami****Track Co-Chair: Dr. Abiodun**

1.	<i>Akinlabi, Babatunde. Hammed (PhD)</i>	Effect of Automated Inventory System on the Productivity of the Selected Flour Mills Companies in Nigeria
2.	<i>Alamutu, Salimonu Adigun</i>	Project Communication on Project Success in a Dynamic Environment (A Study of China Civil Engineering and Construction Company in Lagos State)
3.	<i>Obamiro John Kolade (PhD) and Abiodun Joahim Abolaji (PhD)</i>	Forecasting Techniques Accuracy and Demand effectiveness in a Pharmacy
4.	<i>Olateju, Olawale Ibrahim (PhD)</i>	Effects of Backward Integration Strategy on Project Success in Nestle Nigeria Plc
5.	<i>Onafalujo Akinwunmi Kunle (PhD)</i>	Profitability of Non-Life Nigerian Insurance Companies and Macroeconomic Risks: A Dynamic Least Square Regression Analysis
6.	<i>Opata Jennifer & Ogunnaike Olaleke (PhD)</i>	Operation Research Techniques and Optimization of Business Decisions: Implications for Telecommunication Industry in Nigeria
7.	<i>Kehinde Wasiu</i>	Application of Queuing Model to Enhance Customer Satisfaction: An Analysis of Grocery Bazaar, Lagos Nigeria.



8.	<i>Abiodun, A.J., Ibidunmi, A.S., & Salami, A.O.</i>	Benchmarking Performance of Customers' Service Centres in the Telecommunication Industry: An Application of Data Envelopment Analysis
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Track 14: Finance for Economic Recovery II

Venue: Room 4

Track Chair: Dr. Kunle Onafalujo

Track Co-Chair: Dr. Arewa

1.	<i>Ogunbiyi, Sunday Samuel (PhD) & Abina. Adedigba, Praise</i>	Relationship between Micro and Macro Economic Variable and Nigeria Economic Growth (1984-2015)
2.	<i>Rotinwa, B.O & Ojapinwa, T. V</i>	Foreign Exchange Market Pressure and Financial Development in Nigeria
3.	<i>Yakubu Yahaya</i>	The Relationship between Strategic Decision Making and Firm Financial Performance: Evidence from the Listed Nigerian Companies
4.	<i>Ogunbiyi, Sunday Samuel (PhD) & Monogbe Tunde Gabriel</i>	Financial fragmentation and SME performance in Nigeria. An ARDL approach
5.	<i>Ukegbu, W. U & Ojapinwa, T. V</i>	Capital Flows' Effects on Macroeconomics Stability and Contagion in Sub-Saharan Africa
6.	<i>Soetan, T.A</i>	The Application of IFRS Between the Accounting Professionals in the Republic of Benin and Nigeria using the Concept of Power Distance
7.	<i>Sufian, Jelili Babatunde & Kadiri, Kayode</i>	Foreign Exchange Management in a Recession
8.	<i>Oguh Festus Aruoriwo & Kehinde James S. (PhD)</i>	Effects Of Public Expenditure On The Performance Of Small And Medium Enterprises (Smes) In Nigeria As A Developing Economy

Track 15: Public Administration for Economic Recovery I

Venue: Room 5

Track Chair: Dr. Nchuchuwe Friday Francis

Track Co-Chair: Dr. Akhaphe Ighodalo

1.	<i>Busayo Qazeem, Ibikunle & Omoniyi Victor, Ajulor(PhD)</i>	Implementation of the 2004 Pension Act and Retirement Benefits in the Public Service in Nigeria (<i>A study of Lagos state university</i>)
2.	<i>Ehiorobo Osa Abraham</i>	Strategies for Enhancing Good Governance Practices for a less Corrupt Public Sector in Nigeria
3.	<i>Oluwatoyin Frederick Idowu & Morenikeji Mutiat Fatuga-Disu</i>	Social Security and Informal Sector Adoption
4.	<i>Akhaphe Ighodalo (PhD) and Obisanya Abiodun</i>	Budgetary Process and Budgetary Performance in Public Sector Organization (A Study of Ikeja Local Government, Lagos State)
5.	<i>Ogunlana, Olarewaju Fatai</i>	Governance and Corruption in Public Sector: The Case of Lagos State Civil Service Sector
6.	<i>Oshineye Adebawale, Gafar Oluwasegun & Edigbe Mathew</i>	Impact of Corruption on the Performance of Public Sector in Nigeria
7.	<i>Omoniyi Victor, Ajulor (PhD) & Hassan Ibrahim Korede</i>	Internally Generated Revenue and Infrastructural Development in Ogun State, Nigeria
8.	<i>Nchuchuwe Friday Francis (PhD)</i>	The Imperatives of Public Entrepreneurship for Sustainable Development In Nigeria
9.	<i>Oginni Babalola Oluwayemi & Erigbe Patience</i>	The Place of Employee's Placement in National Development in Nigeria



A REVIEW OF ENTREPRENEURIAL CLUSTER INITIATIVES AND ITS ADOPTION AS STRATEGIC TOOL IN AGRI-BUSINESS DEVELOPMENT: EVIDENCED FROM KWARA STATE

Salau Abdulazeez Alhaji¹, Issa Abdulraheem (PhD)² & Abu Zekeri (PhD)³

¹Postgraduate Student at Kwara State University, Malete

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³Lecturer, Kwara State University, Malete

Introduction

The global interest in the study of the cluster has increased significantly in the last decade. The attention and recognition accorded this important phenomenon derive from the fact that it is closely related to competitiveness and innovation, and thus it has been traditionally applied to sectors that focus on innovation as a core value, such as information technology, electronics, car manufacturing, biotechnology, and oil and gas industry. Clusters are conspicuous and universal features of today's economy. For decades, the conventional wisdom among local Nations pursuing growth was to attract a large firm to relocate to their domain. (Greenstone, Michael, Richard Hornbeck & Enrico Moretti, 2010). Today, many policymakers state that they want their regions 'to be the next Silicon Valley'. Policymakers are especially eager to announce the launch of an entrepreneurial cluster in a hot industry particularly Agriculture (Aaron, Edward & William, 2013).

In recent time, Hornsby & Eshima (2014) observed that Entrepreneurial tendencies and innovation has received considerable empirical and conceptual attention in research of entrepreneurship of which Entrepreneurial cluster represents areas where a cumulative body of knowledge has been developed. Marques Nunes, Tome, and Duarte-Pinheiro, (2012) opines that the particular strength of clusters is their ability to cultivate and grow new enterprises as these small, entrepreneurial business can tap into a wealth of knowledge and form relationships simply by choosing to locate alongside other related businesses. Because of this characteristic of rapid and (usually) sustained growth, governments have been quick to support the development of clusters. Gunawan, Jacob & Duysters (2014) suggests that clusters with higher entrepreneurial orientation tend to perform better. The Entrepreneurial cluster model is thus to be seen as an essential tool for the development of emerging, developing and developed countries. As a result, clusters pursue people-centred development and affirm the pre-eminence of the real economy over the financial economy, favouring sustainable economic and social added value over financial profit. Hence, they have a huge capacity of development and of building a fairer world. The more clusters and other types of enterprises controlled by their own stakeholders will develop in the world, the more income distribution and social justice there will be. Clusters are characterized by a strong link between the SMEs, the Government, Research Institutes and the Community, thus concurring in the generation of trust. Entrepreneurial clustering, therefore, plays an important role in the task of nation-building and general development. Khalid and Barrientos (2004) argues that a cluster of entrepreneurs or geographical concentration of entrepreneurs and ancillary units engaged in the same sector, can generate various advantages for small firms, from agglomeration economies to joint action benefits. The cluster model emphasizes internal linkages, whereby cluster gains are furthered by local firm cooperation, local institutions and local social capital. The growing evidence of small firm clusters in developing countries competing in local and global markets has driven much of the policy enthusiasm on promoting clusters. Consequently, many policymakers state that they want their regions 'to be the next Silicon Valley'. They are especially eager to announce the launch of a cluster in a hot industry particularly Agriculture (Aaron, Edward & William, 2013).

In Africa, cluster development programs have become increasingly widespread tools in fostering innovation and growth of a competitive private sector in developing countries, including Nigeria, Ethiopia, Kenya, Ghana, Egypt and host of others. Micro- and Small-Scale Enterprises (MSEs) are predominantly common in Africa and they are mostly in traditional and labor-intensive sectors in rural and poor urban areas (Merima et al, 2016). Davenport (2009) as cited by Abdulzeez, Ajonbadi & Otokiti (2014) notes that all over the world, Governments are increasingly turning their attention to supporting the globalization of Small and Medium Enterprises in order to increase international competitiveness. Studies had equally emerged of cluster of entrepreneurs in Africa such as Yaba cluster in Nigeria, Konza Cluster in Kenya and Hope City in Ghana emerged almost the same time. Over the years, Yaba Industrial Cluster has attracted



interests, resources and commanded respect for technology and startups in Nigeria. Although, further investment and strategic inputs, is required to make Yaba a unique destination in Africa. Aside recent efforts like Tinapa, Aba Shoe cluster, Abeokuta tie and dye and Kano leather cluster, no location in Nigeria and perhaps Africa can boast of qualities that make Yaba unique destination. From Proximity to University of Lagos, Yaba technology, a Vocational training institute, Medical Research Institute and several Basic and Post Basic Schools, Close Proximity to central Business Districts in Ikeja and others institution that provides synergy to the activities of the cluster. It is against this backdrop that the great founder of Social Media Platform, Facebook, Mark Zuckerberg in August 30, 2016 made Yaba Cluster his first priority when he visited Nigeria. Showing his excitement on his facebook wall, Mark wrote;

"Next stop: Lagos! This is my first trip to sub-saharan Africa. I'll be meeting with developers and entrepreneurs, and learning about the startup ecosystem in Nigeria.... Our first stop is the co-creation Hub Nigeria (Cluster) in Yaba"

From about six (6) active technology players in Yaba cluster in 2011 to over fifty as at 2016, clusters have contributed to remarkable achievement in Poverty Eradication and Economic Growth in Nigeria. However, cluster development in the agricultural sector which constitute the bedrock of the Nigeria economy has not been given due attention by policy makers in Nigeria. This may not be unconnected with the over dependence on crude oil exports in Nigeria. Agriculture has been identified as a veritable means to set Nigeria's economy on a path of rebirth and recovery, following the woes that have bedeviled the country's economy in recent years. Indeed, agriculture is essential to Nigeria's quest for economic diversification and survival (EGRP, 2017). The Many States in Nigeria have considerable comparative advantages within the Agricultural Sector at their disposal based on their natural resources. Chinedu et al, (2014) posit that Agriculture can be a foundation for an industrial park, just as the production of silicon transistors, together with the presence of the tech-based Stanford Industrial Park, laid the groundwork for what would become the biggest concentration of high-tech companies in the world now known as Silicon Valley. While microprocessors laid the foundation, it was venture capital that built the industry. In the 1970s, venture capital firms started growing up all around the Valley. They were inspired in part by the Faculty of Engineering in Stanford University, which encouraged faculty and graduates to translate their tech ideas into marketable products. However, James, Dennis and Vincent (2014) opine that the recent approach to entrepreneurship cluster research has stemmed from personal and social psychology perspectives. Studies utilizing this approach have focused on the individual traits of the entrepreneur, rather than the cluster. Venture capital literature has used this approach in examining traits such as risk-taking propensity and/or proactiveness of the entrepreneur in relation to other variable outcomes (Rauch, 2009).

In Nigeria, various diversification policies introduced by the Government had a major impact on the economic development. Industrial agglomeration and economic activities have increased, and Micro, Small and Medium Business Enterprises have developed. Regions particularly the North-Central States are set to be important and form the focal point for Agricultural Hub of the nation. Indigenous, International, and Multinational Companies are seeking to locate and invest in this region with the access to resources, infrastructures, skills, and enabling environments that will give them an increased cluster performance. The manifestation of entrepreneurial qualities among cluster members in Nigeria and in particular Kwara States is most appropriate at this time when the Government of Nigeria is committed to push for Economic Empowerment, Competitiveness, Employment Generation, Poverty Alleviation and Food Security among others.

Statement of the Problem

Scholars and Practitioners had over the years dealt with issues on industrial districts and clusters, viewing them through the lenses of diverse theoretical Models. In most cases, all firms in a cluster were treated as homogeneous entity (Tallman, Jenkins & Henry, 2004). This assertion has inaccurately represented Clustered firms. If Alfred Marshall and Michael Porter could take a look at the Cluster in the twenty first century, they might notice that they have changed a lot over the years. Undeniably, the idea that Clusters were merely composed of homogeneous small and medium-sized firms contrasts with empirical evidence revealing heterogeneity in regional firm's size, performance, structure and strategy.

One other way to ensure improved Agri-business performance in the Country is the establishment of Agricultural clusters with entrepreneurial tendencies. In the new drive at revamping the national economy using indigenous resources, the role of value Addition within the cluster cannot be discounted. The experiences in the past have presented failures of exclusive individual's involvement in Agribusiness. This is largely as a result of the sizes of most Business Enterprises and absence of Value Addition Initiatives. Moreover, the sizes of Agric businesses of Individuals are often unable to realize Economies of scale and thus find it difficult to take advantage of market opportunities that require the delivery of large stocks of



standardized products or compliance with International Standards (Anderson, Schwaag, Sorvik & Wise, 2004).

Suleiman & Shehnaz (2015) argued that some entrepreneurial characteristic, attributes and traits appeared to be universal, but many others are culturally specific as well. The study of cultural values is important for Nigerians. Because Nigerians are peasant farmers and fishermen historically, they produce and sell within their domain. Whereas the 21st century requires that the farmer must have entrepreneurial tendencies which could result in generating new forms of businesses within the value chain. Today, Farmers are faced with the challenges of conflict with herd-men and hunters who had hitherto co existed peacefully. As farmers lose land to urbanization, herd men are forced to move farther. Value Addition provides the farmer opportunity consider the interest of the herd men who could purchase the bye products or other products of the farmers. Moreover, Edward, et al (2009) suggests that studies emphasizing mere industry-wide or geographical clusters are insufficient. The studies fail to build upon particular cultural trait or on endogenous spatial categorization and organizational forms which arise as a result of interactions of cultural traits with industry traits.

Objectives of the Study

The purpose of this study is to determine the effect of Entrepreneurial Cluster Initiatives on Agribusiness performance in Kwara State. The specific objectives of this study are:

- i. To examine the relationship between value addition and New Business Formation within the cluster in Kwara State, Nigeria
- ii. To ascertain the effect of Innovation in Agricultural Businesses through Cultural Orientation within the cluster in Kwara State, Nigeria
- iii. To identify the role of Government in Entrepreneurial Cluster Initiatives in Agricultural sector

Research Questions

Based on the study's purpose and research objectives, the study's research question is:

- i. Is there any relationship between Value Addition and New Business Formation in Kwara State, Nigeria?
- ii. To what extent can Agricultural Innovation be influenced by Cultural Orientation within the Cluster in Kwara, Nigeria?
- iii. Does Government play any role in Entrepreneurial Cluster Initiatives?

Significance of the Study

The study is of immense importance to the Farmers Association, prospective Corporate Investors, Academic Institutions, Incubation Centers, Government and Policy makers, Marketing Practitioners and Academia in Nigeria. To this end, the empirical findings that is reported in this study provide them with a scientific measure and platform for setting, implementing, evaluating and controlling its Cluster Management Strategy and bases for Business Performances that could deliver high value to the Stakeholders and ultimately lead to growth in the Economy. It would equally serve as an invaluable source of information that brings to limelight the basic components associated with the Entrepreneurial Cluster not only in Kwara State, but Nigeria at large.

Scope of the Study

The primary focus of this study is to determine the Effect of Entrepreneurial Cluster Initiatives on Agricultural Business Performance in Kwara State. The coverage of the study is the framework provided by Off-Taker Demand Driven Strategy in the State. Agriculture is one of the foreign exchange earning products and it contributes mainly in employment creation, poverty alleviation and rural development. More so, the Kwara State government is concerned about using Entrepreneurial Cluster initiatives in achieving its long-term objectives of economic growth by enhancing Business Competitiveness. The context of Kwara is used because it is in a region identified as having the highest potential to utilize Agricultural produce towards economic development of Nigeria and the state Government commitment to generate over 100,000 jobs in the Agriculture Sector through enhancement of agro allied industry and capacity building. This will push small businesses across the production, value chain and supply chain to be creative in their approach to Business.

Literature Review

Entrepreneurial Concept

Entrepreneurial is an adjectival form of the word entrepreneur. It is used to qualify a person, situation, an organization or a group of people who exhibiting behaviours that are typical of entrepreneurs. Ogundele (2017) state that a person or group of persons is said to posses entrepreneurial outlook when he has the perception that is characteristics of an entrepreneur. A cluster that is viewed as being entrepreneurial will



exhibit its structural and behavioural components those features that best describes organization that are established and managed by the creative empire builder.

Cluster Initiatives

The concept of cluster was first coined by Michael Porter, in a seminar work titled *Competitive Advantage of Nations*: the work was used to explain the concept of Economic Competitiveness and what it represents (Windapo, 2017). This prompted various Scientists, Academia and Practitioners to begin to put forward their own definitions of Clusters and Clustering. Porter (2000) who identified the phenomena viewed Clustering as a philosophy based on the core principles of integrating activities and collaboration for mutual benefit. These benefits come at three levels; Individual level, Sector or Regional level and Wider Economy level. Moreso, Ketels (2015) opines that cluster is a geographical concentration of industries which gain advantages through co-location. Meanwhile, Porter (1998) had earlier given a broader view on cluster by describing Cluster as a geographical concentration of inter-connected Institutions in a particular field. In this regards, Cluster can be viewed as array of linked industries and other entities (Suppliers, Manufacturers, and Customers) important to competition. Porter (1998) further explained that Clusters often extend downstream to channels and customers and ultimately to manufacturers of complimentary products and to companies in industries related by functions, skills, technologies and values. Cluster Initiative Green Book (2003) defined cluster initiative as an organized efforts focused on the increase of growth and competitiveness of a cluster in the region with the participation of cluster companies, government and research community.

Similarly, UNIDO (2014) defined cluster as geographical concentrations of inter connected enterprises and associated institutions that face common challenges and opportunities. This was a buildup of works of Porter (1990) that described cluster as geographical concentrations of inter connected companies, specialized suppliers, service providers, firms in related industries and associated institutions in particular fields that coo-petite. Ingredients such as Common Technologies, Marketing Supports, Access to Formal Finance, Technological Up-grading, Knowledge Transfer, Human Resources Skills and Commodities or Services Competitive Advantages must be present in a cluster. Pavelkova et al (2011) affirm that Cluster consolidates the World of Industry, Science and Education giving the opportunity to exchange knowledge, combine financial and human capital, assets, technologies and ideas into the development of one “organism”.

Entrepreneurial Cluster

Entrepreneurial cluster (EC) is now a standard to describe companies working together to improve their productivity and competitiveness. Porter, (1998; 2000) viewed entrepreneurial cluster as the new approach to economic development and are increasingly dotting the world’s economic landscape. Kuenyehia (2012) view the entrepreneurial construct as those attributes in individuals that enable people to exploit opportunities for financial gain. These attributes are determined by the orientations of such individuals. In this sense, entrepreneurial cluster is seen as agglomeration of individuals with a pattern behaviour that enables them to recognize, pursue and exploit opportunities regardless of the resources that they actually control within the cluster. Schimitz (1992) Building on Marshall’s (1890) analysis on economic activities in textile and metal working district of England, Germany and France and his experience on growth constraint of small industries in developing countries defined cluster as a group of enterprises belonging to the same sector operating in close proximity to each other. Schimtz gave a more entrepreneurial definition of cluster. Further definition given by Elsner (1993) described Cluster as group of firms that are functionally connected vertically and horizontal with a state of mind that motivates them to start a new activity and to take steps to realize a desired dream. Elsner definition described as functional approach to entrepreneurial cluster. However, Elner’s approach underscores the kind of relationships that exist between firms and institutions supporting the cluster. The links that exist between firms are very important in strengthening competition. Steiner and Hartmann (1998) introduced a new dimension to the concept of cluster when he defined clusters as set of complementary firms (production and services sector) public, private and semi public research and development institutions which are connected by labour market, input, output raw materials and technological links. Market mechanisms and the structures of cluster organization governed the links as a results, the cluster is highly competitive (Steiner & Hartmann, 1998). From these definitions, cluster is seen as a critical mass of enterprises located in geographical proximity to each other. UNIDO (2014) stated that there is no universally accepted way of establishing the exact boundaries of a cluster. What is perceived a close in one location may represent as insurmountable distance in other areas. Distance can be influenced by the availability of infrastructural facilities, cultural identity and social values. Gunawan, Jacob & Duysters, (2013) further stated that the number of enterprises necessary to be considered as constituting a cluster can vary depending on the size of a Country.



Clusters of related business enterprises can exist in most sectors of the economy and such has been demonstrated in modern economic history (Aaron et al, 2014). Pavelkova et al (2011) opined that cluster structures appears as good combination of collaboration and competition, where entities involved join their efforts and resources to achieve competitive advantage above others. Shu, et al (2014); Brouthers et al, (2014); Franco & Haase (2013); Menz (2013) however, emphasized the entrepreneurial tendency of individuals or firms within the cluster. Shu et al (2014) avers that large and small clusters most effectively integrate entrepreneurial orientation to continuously create wealth and increase productivity. Franco & Haase (2013) also noted that, Entrepreneurial Cluster Initiatives represents a source of productivity in the market place for large corporations and SMEs, this is as a result of the economic value generated through entrepreneurial spirits.

Value Chain

This concept is used to describe the value creating flow of a good from raw materials, production, commercialization and ultimately delivery to end users or consumers (USAID, 2008). Value-added is a term used to denote any action that helps you raise the value of the products or business that can add to a product which enables the product to increase profit margin (Chait, 2017). According to Boland (2009), adding value is act of transforming a product from its original state to a more valuable state, which is the value of a changed product, is added value. Value added economically add value to a product by changing the current state; place, time, features that is more preferred in the market place Agricultural products such as Rice can be processed to “Ofada”, “Tuwon chinkafa”. Value addition is usually achieved through the application of biotechnology. Bair (2008) defined value chain as socio economic system which consists of a set of interdependent firms performing a sequence of value adding activities required to bring a product from conception to consumption. Betinna, Walfgany and Maurizio (2009) suggested that concentration in value chain is an important aspect because it changes the organization of value chain relationships. Tan, Lyman and Wisner (2002) however, argued that value chain and supply chain are interwoven. He identified six value chain management practices through factor analysis, they include value chain integration, geographical proximity, information sharing, supply chain characteristics, customer services and just in time capability.

Porter (2000) states that cluster add value to the development of the economy by creating groups improving business capabilities by offering tailored supports. He further asserts that the premises underlying cluster value chain is that individual firms often face sector level constraints that cannot be addressed alone. The value chain approach considers a broad market system and the development of products from inputs suppliers and to end customers. Hence, the values flow of a good from raw materials, production, commercialization and ultimately delivery to end uses or consumers

Resource Advantage Theory

Penrose (1959), founded the basics of the resource-based view (RBV) of the firm, in a work titled; *The Theory of the Growth of the Firm*, which visualized the firm as an administrative organization and a collection of Physical and Human Productive Resources. Both Physical Resources and Human Resources can provide the Cluster a variety of usefulness. The same resources can be utilized in different ways, based on the ideas of the Clusters and the strategies of applying them. In this sense, there is a strong linkage between the knowledge that people in the organization detain and the services obtained from the resources, so that Clusters are really repositories of knowledge (Curado, 2006). Resource Advantage Theory emphasizes that clustered firms are able to create and sustain high performance through the collection and integration of resources that are Rare, Valuable, Inimitable, and Organized (Barney, 1991; Sirmon, Hitt, Ireland, Gilbert, 2011).

Michael, Hitt, Kai, Christina (2016) states that the expansive applicability of Resource Advantage Theory to multiple disciplines, and these extensions and corresponding theoretical approaches, led to increased use of this theory in all areas of Management Sciences. The Resource Advantage Theory of the Cluster focuses specially on the inside of the clustered firms, its resources and capabilities, to explain the Performance Cluster. (Penrose, 1980; Wernerfelt, 1984; Barney, 1991; Grant, 1991; Peteraf, 1993; Makhija, 2003). This theory is applied to explain differences in performance within an industry (Hoopes, Madsen and Walker, 2003). The RBV of the clustered firm states that differences in performance happen when the region or community possess valuable and unique entrepreneurial tendencies that others do not have, allowing them to obtain a rent in its quasi-monopolist form.

Porter cluster Theory

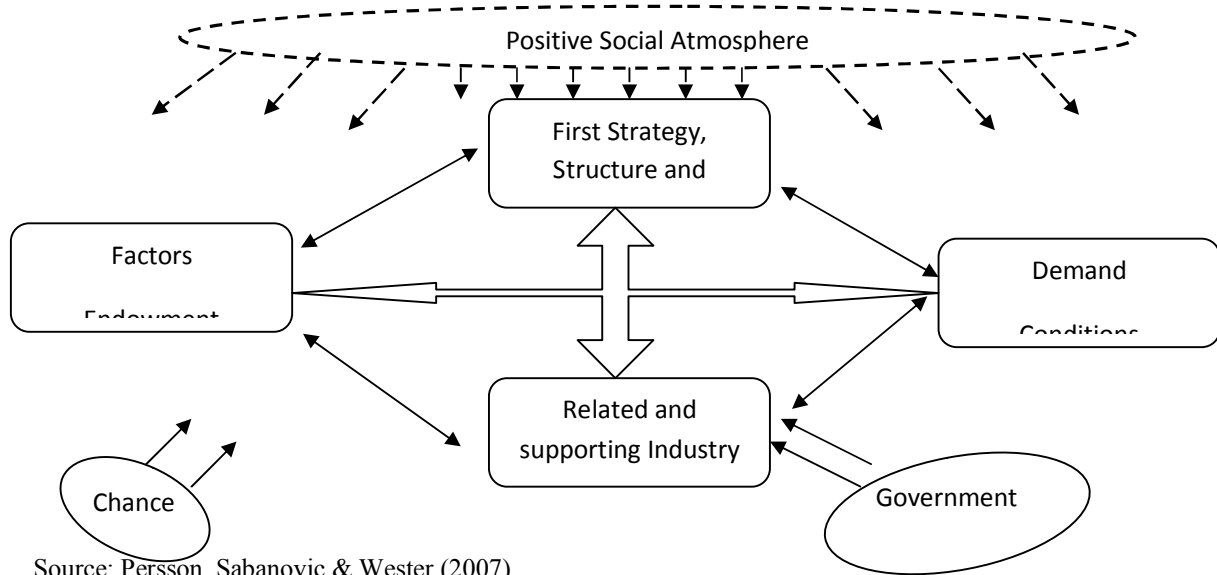
Porter (1990), conceptualized a ‘competitive diamond’ popularly referred to as ‘Diamond Model’ of factors that, seemed, to influence a country’s competitive performance in international markets. Porter (1990) afterward developed Porter’s Cluster theory, arguing that the interactions in the competitive



diamond are more intensive and therefore more effective when firms operate in close proximity (Porter, 1996; Porter, 1998a; 1998b). As evidence of this, Martin and Sunley (2003), pointed out that clusters of firms in similar industries are becoming popular around the world and that a country's most globally successful firms are likely to be clustered (Porter, 1990: 120). Porter (2000), further argued that clusters of firms can generate competitive advantages from higher innovation, enhanced productivity levels, value added and new business formation (Porter, 1998b). For Government, understanding these factors is accomplished through cluster mapping exercises, which form the first stage of any cluster development strategy, and are intended to identify existing and potential clusters. The strengths and weaknesses of the cluster are determined once the cluster has been identified and subsequently tailored interventions are developed (Rosenfeld, 1997).

Martin and Sunley (2003), argued that Porter Diamond Model is not realistic but mere "way of thought" concerning a country's economy. It can further be argued that face of competition in the 21st century had dramatically changed. The evolution of the internet, in the Business world today, had changed, how companies relate to competitors, networks, knowledge suppliers and customers. This resulted to amending the Diamond Model. An amendment to Diamond model designated positive Social atmosphere. It contains benefits which are very important in order to achieve the highest competitive advantage, possibly for the firms and ultimately for the cluster.

Fig1. Diamond Model with the positive Social Atmosphere amendment



Source; Persson, Sabanovic & Wester (2007)

Bergman (2001); Benneworth and Henry, (2004) affirm that improvement of Porter's own ideas came later. His initial focal point was on the scale of the nation, but as interest in his cluster theory increased he modified the emphasis of clusters and competitive advantage to regions. There exist many other frameworks to analyze the Business competitiveness at the firm level including the Three Dimensions Model, the Double Diamond Model, Assets-Processes-Performance (APP), the Competitiveness Triange, Total Value Competitiveness and the Nine-factor Model by (Feurer and Chaharbaghi, 1994), (Moon et al., 1995), (Buckley et al., 1988), Triange (Lall, 2001), (Shen et al., 2003) and (Cho, 1994) respectively. Most recently, Deng et al. (2012) adopted Porter's Diamond Model to develop potential factors formulating the competitiveness of the construction industry, and uncovered the factors that formulate the competitiveness of the Chinese construction industry.

The literature explorations provided the study with a wide range of theoretical leads, clues and associations about the nature of entrepreneurial cluster initiatives and firm performance and the linkages between them. Entrepreneurial cluster is a multi-faceted phenomenon, and partly because of this, the study did not find a single theory on which the construct could be operationalized. This was partly because the literature is very third world-oriented and makes reference to the realities facing small producers in developing countries. Hence, the study seeks to adopt Porter Cluster Model and Resource Advantage Theory.



Kwara State and Agribusiness Competitiveness

The Kwara Agricultural Modernization Master Plan (KAMP 2012- 2017) was designed in partnership with Cornell University, New York, University of Ilorin and Kwara State University to create agro-driven economic diversification, enhance Competitiveness and establish Kwara State as Sub- Region's hub. KAMP main strategies were development of the Agriculture Value Chain Development in Rice, Soya, Cassava and Maize. As a result the Off-taker Demand Driven Agricultural Activities (ODDA) was introduced. The Kwara Agro Mall (KWAMALL) which provides loan facilities, subsidies, consultations and equipment to farmers was put in place in an attempt to enhance the cluster creation within the state. The KWAMALL is meant to bridge the gap between farmers, financial institution and Consumers by linking Farmers with Off-takers and harmonizing the interest of farmers, hunters and herd men in Kwara State.

Farmers cooperatives are grouped into clusters and linked with off-takers with a view of achieving economies of scale along the value chain and meet the standards and requirements of modern markets and address other barriers of modern market access. Aggregation supports farmers to improve their productivity through increased access to services and markets, and enhances their competitiveness by reducing transaction costs of companies choosing to work with them.

Empirical Review

Bettina, Wolfgang and Maurizio (2009) also studied value chain cluster of fresh vegetables in Europe, with focus on Germany, Spain and Italy. The study presents result. In-depth interviews were conducted on fresh vegetable businesses in respective countries. Finding reveals that European vegetable producers are under pressure to improve their performance so as to increase competitiveness. They recommended that Innovative products, processes and competitiveness can be attained by the creation of entrepreneurial cluster and use of distinct resources as an outcome of networking between producers and other actors in local clusters.

Stough (2016) expressed His views on topical research developments at the crossing point of entrepreneurship and regional economic development and growth. The study examines the recent rise of interest in entrepreneurship in general and, in particular, with respect to its influence on regional economic growth and development. Stough (2016) observed that the formation and development of high growth firms and their excessively huge contribution to job creation are as a result of entrepreneurial activities within the cluster and ecosystem. Entrepreneurship ecosystems were examined in an attempt to identify factors that contribute to high levels of High Growth Firms production and job growth in United States, Europe and China. As a result, a question about the role of culture, governance and institutions in the college of factors that influence the development of entrepreneurship systems was raised. The question of how to handle the role of government policy to promote entrepreneurship within the Cluster aroused, seemingly consistent factors such as risk taking and self-reliance were also examined. The study concluded that Research is needed to further develop the cluster and ecosystem metaphor when applied to regional entrepreneurship and in particular when it leads to performance of the constituent firms.

Elna et al (2015) in contrast the researchers examined the roles of Government in entrepreneurial cluster initiatives in developed countries. They considered the role of state bodies and level of their influence on development and functioning of cluster and were able to identify the problems of implementation of cluster initiatives in business in developing countries. As a result of the research, the authors concluded that major problem of implementation of entrepreneurship cluster initiatives in developed countries is ineffective cluster policy. The authors suggest self-regulation of cluster as a perspective instrument of implementation of cluster initiatives in business in developed countries.

Methodology

The study was conducted using descriptive case study research. An explanatory case study is used to explore causation in order to find underlying principles. The research is inductive approach which enabled the study to conceptualize Entrepreneurial Cluster. Johnson and Duberly (2003) argue that the emergence of the social sciences in the 20th century led social science researchers to be wary of deductive. They were critical of a process that enabled a cause-effect link to be made between particular variables without an understanding of the way in which humans interpreted their social world (Creswell, 2014). Consequently, a qualitative interview of sixteen (16) Cluster managers under the ODDS scheme in Kwara State.

Discussions of findings

The empirical findings acknowledge that the government role is to provide the environment so that the Government, academic institutions and the industry or Association are able to do their job. The role of government is to connect the industry and university with the appropriate market along with the help from supporting organizations (intermediaries) that working for government. The involvement of supporting organizations such as AFAN, KWAMALL, is key to identifying Entrepreneurs which formed clusters.



Furthermore, there must be strong relationships between the university, government and Farmers Association to attain the status of Cambridge and Silicon Valley (Porter, 1998) and other clusters around the world.

Consequent upon the interview, respondents were of the view that clusters with more entrepreneurial minded individuals succeed more than a mere geographical Cluster. A respondent from Kwara North was of the opinion that an entrepreneurial approach to Agri-Business prepares the investors to prepare against uncertainty. Explaining further, he mentioned that primarily people in Edu - Patigi plant Rice and sugar cane. These two basic products had been able to provide series of Businesses across the Value Chain. The rice milling Business, Rice polishing, the rice chaff sellers and rice stalk business which is exchanged with herd men for cow dung which serves as Organic Manures for rice production. The findings is in line with the submissions of Bettina et, al (2009). Bettina et al recommended that Innovative products, processes and competitiveness can be attained by the creation of entrepreneurial cluster and use of distinct resources as an outcome of networking between producers and other actors in local clusters.

It was also observed that culture forms a major component of entrepreneurial element. The three major tribes in Kwara State are such that they celebrate success. Upon the introduction of the ODDS scheme, a lot of entrepreneurs embraced it. This confirm the position of Kuenyehia (2012) that Opines that where the culture of a country encourages risk taking and boldness and celebrates honest failures as in the case of developed economies, entrepreneurship thrives. The position further affirm the empirical study of Stough (2016) which emphasized the relevance of culture in entrepreneurial cluster initiatives.

Conclusion

In conclusion, the policy and incentives set by the Kwara State Government through the enactment of KAMP policy and role of KWAMALL in facilitating an attractive prospect for international investment. However, these apparent strengths of the State are indicative of the overall weaknesses of the other determinants of cluster development. It is likely that the Kwara Clusters will achieve similar success to Cambridge or Silicon Valley in the near or medium future if conscious efforts are made to identify cluster of entrepreneurs. The strengths in the State Agricultural Business Policies are appropriate for the transition challenges to move the cluster forward, with the support from government, Universities and relevant agencies continuing to invest in infrastructure and facilitate more complex collaborations between the actors in the cluster. it was also concluded that Entrepreneurial Cluster initiatives through value chain creation can put an end to the recent communal clashes across the country .

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