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**GLOBAL EFFECT OF MANUFACTURING ON BUSINESS COMPETITIVE POSITION  
OF SELECTED INSTITUTIONS IN SOUTH EAST NIGERIA**

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***Abstract***

*Globally, competition in the business world has become more and more fierce especially in the manufacturing sector. The aim of the study was to assess the global effect of manufacturing on the business competitive position of the selected institutions in south east Nigeria. The specific objective was to determine the global effect of manufacturing on the business competitive position of the selected institutions in South east Nigeria. Survey method was adopted in the study among 173 manufacturing firms in Nigeria. Data obtained using questionnaire and interview guide were presented in tables. Inferential statistic was used for the test of the study hypotheses. The result of the study shows that there is global effect of manufacturing on the business competitive position of some selected institutions in South East Nigeria ( $Z_c = 5.270 > Z_t = 2.322$ ). It was concluded that the global manufacturing companies could produce tangible goods, waste and bye products that would give their companies a business competitive advantage. The study recommended that the strategic, manufacturing managers, materials managers or the institutions studied backed by policy should continue to ensure that manufacturing should have a positive global effect on the Nigerian business competitive position of their organizations to ensure that good products are produced.*

**Keywords:** Global Effect of Manufacturing, Business Competitive Position, Institutions in South East Nigeria

## **Introduction**

Every organization, small, medium or large scale are primarily concerned with performance as performance marks the bottom-line for every organization which is essential as non-performance can spell failure in every organization (Ibhadode, 2006). Organizational performance could be in terms of increase sales, increase profitability as well as outperformance of competitors (higher market share). Globally, competition in the business world has become more and more fierce especially in the manufacturing sector (Ukaegbu, 1991). Manufacturing is concerned with the production of goods, where a good is a tangible entity, physical in nature, which can be stored, transformed and transported. Nature has richly endowed mankind which variably has gifted the manufacturing industry in all its ramifications ranging from assemblage of raw materials, industrial, finished goods to consumer products. Manufacturing is a productive system that may be defined as a process for converting resource inputs into goods and waste products. The inputs to the system are energy, materials, equipment, labour, information and other capital-related inputs (infrastructure). The inputs are converted to outputs by the process technology, which is the particular method used to transform the various inputs into outputs (Ibhadode, 2006).

Globally and as found in most developed economies, employment generation and the enhancement of macroeconomics is most achievable with industrialized sector whose utility provide for efficient production of goods and services. The need to satisfy the use of these products has helped in establishing various leading manufacturing firms which span across abrasives, cosmetics, wood floors, chemical, building, housing, transportation, electronics, food, drugs, clothing and beverage companies to mention but a few, hence, Adamu, (1989) asserted that industrialization especially in the areas of manufacturing is core to economic development and growth. Manufacturing, undoubtedly remains one of the most important sectors of national economies, as it creates wealth to business organizations as well as national economy however, within the past few decades, intensive competition have continued to marvel this important sector especially with the advent of globalization.

The manufacturing industry needs to continuously ramp up its operations by improving the quality of products and service and devise competitive strategies to reduce operation costs and increase capacity. In present strong competitive business environment, improving the quality of processes and maintaining acceptable levels of performance quality are critical factors in the success of any organization. This study therefore examines the global effect of manufacturing on the business competitive position of the selected institutions in south east Nigeria

## **Objective of the Study**

The main thrust of the study is assess the global effect of manufacturing on the business competitive position of the selected institutions in south east Nigeria. In this regard the specific objective is to;

To determine the global effect of manufacturing on the business competitive position of the selected institutions in South east Nigeria.

## Research Question

The study attempt to give answers to the following question;

How do we assess the global effect of manufacturing on the business competitive position of the selected institutions in south east Nigeria?

## Research Hypothesis

The research hypothesis designed to guide the conduct of the study is:

There is positive global effect of manufacturing on the business competitive position of selected institutions in south east Nigeria

## Research Methodology

### Research Design

In this study, the researcher employed the survey method. The analysis shows the systematic collection and prescription of data to give a clear picture of a particular situation. It can be carried out on a small or large scale.

### Sources of Data Collection

In the conduct of this research, necessary information was obtained through two sources namely: Primary data and Secondary data.

The primary data collection instrument is questionnaire and interview guide. The face to face oral interviews is to enable the researcher have a detailed interview with key personnel in the selected organizations. The questionnaire for this study is divided into three parts (A, B and C) sections. Section A is the letter of introduction of the researcher to the respondents. Section B is structured to collect demographic information on the respondents and C deal with issues related to the subject under investigation through the structured interview schedule.

### Tools for Data Collection

Given the objectives and the nature of this study, the researcher adopted two different methods of primary data collection as earlier said in sub-head 3.3, namely: questionnaire administration and interview.

### Population of the Study

The population of study includes all the key staff of the five institutions or firms studied in the five states of the south east Nigerian.

**Table 1: List of Selected Institutions Studied.**

Institutions/Firms	Population size
1. Firms that Manufacture Exportable Products	123
2. Firms that Export Manufactured Products	157
3. The Nigerian Export Promotion Council	82
4. The Central Bank State Office Foreign Exchange Departments, Enugu/Owerri	206
5. The Nigerian Export-Import Bank Branched	172
Total	740

Source: *The Human Research Management Department of the organizations in South East Nigeria, Enugu Zonal Office.*

### The Sample and Sampling Technique

This formula gives a lower value of a sample size of 173 as compared with the sample size of 506 obtained using Taro Yamane's formula. So Taro Yamane's formula is more efficient as it gives the higher sample size.

the researcher will apply an appropriate sample size method to determine the sample size from the population which comprises different demographic strata. In calculating the sample size for this study, the researcher will apply the statistical formula for selecting from a finite population as propounded by Yamane (1964:280).

This mathematical method is stated as

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Simple Size

N = The entire Population

I = Theoretical Constant

e = Proportion of sampling error in a given situation, in this case (0.05)

Assigning values to these symbols, the sample size was calculated thus:

By the use of this formula and N = 740, and equal to 2.5% for a two-tailed test where the level of significance is 5% at 95% confidence level of significance, N = 506.

$$\begin{aligned} \text{i.e. for clarity purposes } n &= \frac{740}{1 + 740(0.025)^2} \\ n &= \frac{740}{1 + 0.4625} \\ n &= \frac{740}{1.4625} \\ &= 505.9829 \cong 506 \end{aligned}$$

**Table 2: Gives the Distribution of the Population Size and Sample Size Per Institution or Firm to be Studied**

s/n	Institutions and Firms	Population Size	Sample Size
1	Firms that Manufacture Exportable Products	123	84
2	Firms that Export Manufactured Products	157	107
3	The Nigerian Export Promotion Council	82	56
4	The Central Bank State Office Foreign Exchange Departments	206	142
5	The Nigerian Export-Import Bank Branches	172	117
	<b>Total</b>	740	<b>506</b>

Source: *The Proportional Stratified Sampled Sample size and was adopted to moved from the total population size of 740 to a total sample size of 506.*

To get the total population size of 740, the researcher used only staff of the size institutions or firms that works in the sections where they have the knowledge of the global impact of manufacturing and materials management on international business competitive position in South east Nigeria.

two different statistical methods are tried for use. That is to help the researcher on the best of a higher sample size to use for more spread of ideas and knowledge. Therefore, Freund and Williams formula was also tried, thus:

$$n = \frac{Z^2 NPq}{Ne^2} + Z^2 pq$$

- n = sample size
- z = the z-score
- p = probability of success
- Σ = probability of failure
- e = error margin

$$\begin{aligned}
 n &= \frac{Z^2 NPq}{Ne^2} + Z^2 pq \\
 &= \frac{2.706025 \times 740}{1.85} = \frac{2002.4585 \times (0.8) \times (0.2)}{1.85} \\
 &= \frac{320.39336}{1.85} = 173 \\
 &= 173 + 2.706025 \times 0.8 \times 0.2 \\
 &= 173 + 0.432964 \\
 &= 173.432964
 \end{aligned}$$

Sample size = 173

This formula gives a lower value of a sample size of 173 as compared with the sample size of 506 got by Taro Yamane's formula. So Taro Yamane's formula is more efficient as it gives the higher sample size.

### **Instrumentation**

The major research instrument that will be used in gathering data in this investigation the structured questionnaire. The mode of administration through personal delivery to the various staff of the institutions studied. This method ensures a high rate of return of the questionnaire by the different respondents. The questionnaire be issued to both the senior and junior staff of the institutions to be studied. An oral interview schedule was used.

### **Validity of the instrument**

.To ensure the validity of the measuring and test instruments, the researcher intends to use different statistical tools at various stages of the work. This is necessary considering the nature and enormous volume of data that will be generated (Unyimadu, 2005).

In this research the same version of the instruments delivered to the 506 respondents to be studied. The 506 respondents are got by systematic sample after the value as been derived from the Taro Yamane's formula. To get the sample numbers (1) chosen at random and a constant value of  $k = N/n = 740/506 = 22$  is added. So that the sample numbers 1, 23, 45 ... until the 506 numbers are got. This gives our measures content validity.

### **Reliability of the instrument**

The test-retest reliability was used instead of the split half method or equivalent form method. The same versions of the questionnaire and oral interview delivered to same 120 respondents at two points in time and the numbers of the respondents and strongly agreed or agreed with the six statements related to the objectives or research questions correlated. The Spearman's Rank Correlation Coefficient of 0.97 which is close to 1 show that the measures are reliable, (See Appendix IV for Statistical Evidence).

### **Data Presentation and Analysis Technique(s)**

The data presented by the use of tables. Anyiwe (2004) gives the following advantages of a table over verbal information that:

- 1) a table enables an easy location of the required figures;
- 2) comparisons are easily made using a table than a verbal or prose information;
- 3) patterns or trends within the figures which cannot be seen in prose information can be revealed by a table;
- 4) a table is more concise than a verbal information.

The data collected for this research through questionnaire and oral interview analysed using

## Result Presentation

The fact that 6 (six) questionnaires out of the 506 sample size did not return, the research, now worked on 500 instead of 506 sample size.

**Table 3: The Demographic Characteristics of the Respondents**

Question	Response	Frequency
Sex	Male	374
	Female	126
	<b>Total</b>	<b>500</b>
Marital status	Married	341
	Single	146
	Divorced	3
	Widowed	6
	Separated	4
	<b>Total</b>	<b>500</b>
Ages	Below 25 years	59
	26 – 30 years	58
	31 – 35 years	62
	36 – 40 years	68
	41 – 45 years	69
	46 – 50 years	66
	51 – 55 years	61
	Above 56 years	56
<b>Total</b>	<b>500</b>	
Length of Service in the Ministry	Less than 5 years	69
	6 – 10 years	74
	11 – 15 years	111
	16 – 20 years	170
	21 years and above	76
<b>Total</b>	<b>500</b>	
Highest Educational Qualification	Senior School Certificate	184
	R.S.A	31
	Trade certificate	12
	Diploma	30
	O.N.D	32
	H.N.D	41
	First Degree	101
	Second Degree	65
	Ph.D	4
	<b>Total</b>	<b>500</b>

Source: Fieldwork (2012).

From Table 3, it shown that for the sex of the 500 respondents, 374 of them were males while 126 of them were females. For the marital statues of the 500 respondents, they were married, single, divorced, widowed and separated with frequencies of 341, 146, 3, 6 and 4 respectively. For the ages of the 500 respondents, they were in years below 25, 26-30, 31-35, 36-40, 41-45, 46-50, 51-55, above 56 years with frequencies of 59, 58, 62, 68, 69, 66, 61 and 56 of them respectively.

For the highest educational qualifications of the 500 respondents, they had Senior School Certificate, R.S.A, Trade Certificate, Diploma and O.N.D, H.N.D, First Degree, Second Degree and Ph.D. They have frequencies of 184, 131, 12, 30, 31, 41, 101, 65 and 4 of them.

## Data Analysis

**Table 4: Analysis of the Responses of the Likert Scale Statements Related to the Objective**

	Statement	R	SA	A	U	D	SD	Σfx	$\bar{x}$	Σf(x- $\bar{x}$ )	S <sup>2</sup>	Z
1.	There is no positive Global Effect of Product Manufacturing on the Nigeria Business Competitive Position of Some Selected Institutions in South east Nigeria.	x	5	4	3	2	1					
		f	7	6	7	199	281	756	1.52	258.84		
		$s^2 = \frac{\sum f(x - \bar{x})^2}{n - 1} = \frac{258.84}{499} = 0.5187174349$ $s = \sqrt{s^2} = \sqrt{0.5187174349}$ $s = 0.7202204072$ $z = \frac{\bar{x} - \mu}{s\sqrt{n}} = \frac{(\sqrt{500})(-1248)}{0.7202204072}$ $z = -45.949553412 \cong 45.950$										
2.	There is a positive global Effect of Product Manufacturing on the Nigeria Business Competitive Position of Some Selected Institutions in South east Nigeria.	R	SA	A	U	D	SD	Σfx	$\bar{x}$	Σf(x- $\bar{x}$ )	S <sup>2</sup>	Z
		x	5	4	3	2	1					
		f	281	199	7	6	7	224	4.48	258.84		
		$s^2 = \frac{\sum f(x - \bar{x})^2}{n - 1} = \frac{258.84}{499} = 0.5187174349$ $s = \sqrt{s^2} = \sqrt{0.5187174349}$ $s = 0.7202204072$ $z = \frac{\bar{x} - \mu}{s\sqrt{n}} = \frac{(\sqrt{500})(4.48 - 3)}{0.7202204072}$ $z = 45.949553412 \cong 45.950$										
3.	There is a relation between Manufacturing with the Nigeria	R	SA	A	U	D	SD	Σfx	$\bar{x}$	Σf(x- $\bar{x}$ )	S <sup>2</sup>	Z

Business Competitive Position of Some Selected Institutions in South east Nigeria.									$\bar{x}$		
	x	5	4	3	2	1					
	f	280	200	6	7	7	2239	4.48	$\frac{262.7}{6}$		
$s^2 = \frac{\sum f(x - \bar{x})^2}{n - 1} = \frac{262.76}{499} = 6.52657314.3$ $s = \sqrt{s^2} = \sqrt{0.5265731463}$ $s = 0.7256535994$ $z = \frac{\bar{x} - \mu}{s\sqrt{n}} = \frac{(\sqrt{500})(4.48 - 3)}{0.7256535194}$ $z = 45.60551494 \cong 45.606$											
There is no positive Global Effect of Product Manufacturing on the Nigeria Business Competitive Position in some Selected Institutions in South east Nigeria.	<b>R</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	$\Sigma fx$	$\bar{x}$	$\Sigma f(x - \bar{x})$	$S^2$	<b>Z</b>
$s^2 = \frac{\sum f(x - \bar{x})^2}{n - 1} = \frac{258.84}{499} = 518717439$ $s = \sqrt{s^2} = \sqrt{0.7202204672}$ $s = 0.7256535994$ $z = \frac{\bar{x} - \mu}{s\sqrt{n}} = -45.950$											

Source: Field Survey, 2012.

Table 4 shows the statements, the responses, numbers and the calculated % values. For the statement that there is no positive global effect of product Manufacturing on the Nigeria Business Competitive Position of some Selected Institutions in Southern Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 7, 6, 7, 199 and 281 respectively. These give a calculated z score of -49.950.

For the statement that there is a positive global effect of product Manufacturing on the Nigeria Business Position of Some Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 281, 191, 7, 6 and 7 respectively. These give a calculated z value of 45.950.

For the statement that there is a relationship between manufacturing with the Nigeria Business Competitive Position, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 280, 200, 6, 7 and 7. These give a calculated z value of 45.606.

For the statement that there is no positive Global Effect of Product Manufacturing on the Nigeria Business Competitive Position on Some Selected Institutions in South east Nigeria, the responses are Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree. They have numbers of 7, 6, 7, 199 and 281 respective. These give a calculated z value of -45.950.

All in all, the first statement which is a negative statement had a negative z value of -45.950. The two positive statements have positive z values of 45.950 and 45.606 respectively. The two negative statements have calculated z values which are less than the table z value at 95% confidence level which is 1.645. The positive statements have calculated z values which are more than the Table z values at 95% confidence level which is 1.645. This means that most of the respondents disagree or strongly disagree with the negative statements. Also most of the respondents strongly agree or agree with the positive statements.

### Hypothesis Testing

The two alternate hypotheses are that at 5% level of significance:

**H<sub>0</sub>:** There is no positive global effect of manufacturing on the Nigerian Business Competitive Position of the selected Institutions in South east Nigeria

**H<sub>1</sub>:** There is a positive global effect of manufacturing on the Nigerian Business Competitive Position of the selected Institutions in South east Nigeria

**Table 5: Computational Details of the First Hypothesis**

Year	Increase in Manufacturing	Rank	Year	Increase in the Nigerian Business Competitive Position	Rank	Difference in ranks, d	d <sup>2</sup>
2011	5	9.5	2011	5	9.5	0	0
2010	4.5	8	2010	4	7	1	1
2009	3	5.5	2009	3	5.5	0	0
2008	2	2.5	2008	2	2.5	0	0
2007	2	2.5	2007	2	2.5	0	0

Source: Field Survey, 2012.

The Spearman's Rank Correlation Coefficient

$$r_s = 1 = \frac{6 \sum d^2}{(n)(n-1)(n+1)} = 1 - \frac{(6)(1)}{(5)(4)(6)}$$

$$r_s = 1 - \frac{1}{20} = \frac{20}{20} - \frac{1}{20} = \frac{19}{20} = 0.95$$

$$t = \frac{r}{\sqrt{\frac{1-r^2}{n-2}}} = \frac{0.95}{\sqrt{\frac{1-(0.95)^2}{5-2}}} = \frac{(\sqrt{3})(0.95)}{\sqrt{1-0.9025}} = \frac{(\sqrt{3})(0.95)}{\sqrt{0.0975}}$$

$$t = \frac{(1.732050808)(0.95)}{0.3122498999} = 5.270 > 2.322$$

The years and the scores of the increase in manufacturing and increase in the Business Competitive Position are got from the questionnaire administered.

Table 4.110 shows that the Spearman's Rank Correlation Coefficient is 0.95 which is very close to 1.

$$Z = \text{computed} = 5.270$$

$$Z_c = 5.270 > Z_t = 2.322$$

We reject the null hypothesis at 5 per cent level of significance. We therefore conclude that there is global effect of manufacturing on the business competitive position of some selected institutions in South East Nigeria.

### Discussion Summary of the Results

Related to the first objectives, it was found that 19 out of 20 respondents agreed or strongly agreed that there was a positive global effect of Manufacturing on the Nigerian business competitive position of the selected Institutions in South east Nigeria. This finding is in agreement with the contention of Ibadode (2006) because manufacturing produces both products and waste products, it has a global effect on the Business Competitive Position of many Nigerian Business Organisations. Since the word has both technical and political meanings, different groups will have differing histories of globalization. In general use within the field of economics and political instructions that allow firms in different nations to exchange goods with minimal friction (Clairemont, 1996).

The term liberation came to mean the combination of laissez-faire economic theory with the removal of barriers to the movement of goods. This led to the increasing specialization of nations in exports, and the pressure to end protective tariffs and other barriers to trade. The period of the gold standard and liberalization of the 19<sup>th</sup> century is often called the First Era of Globalisation. Based on the Pax Britannica and the exchange of goods in currencies pegged to specie, this era grew along with industrialization. The institution of the gold standard came in steps in major industrialized nations between approximately 1850 and 1880, though exactly when various nations were truly on the gold standard is a matter of a great deal of contentious debate (Donnelly, 1999).

The First era of Globalisation: is said to have broken down in stages beginning with the First World War, and then collapsing with the crisis of the gold standard in the late 1920's. Countries of such that prospered here includes the European core, European periphery and various European offshoots in the Americas and Oceania. Inequality between those states fell, as goods, capital and labour flowed remarkably freely between nations (Lipiec, 2001).

Globalization in the era since World War II has been driven by trade Negotiation Rounds, originally under the auspices of GATT, which led to a series of agreements to remove restrictions on free trade. The Uruguay round led to a treaty to create the world trade organization of WHO, to mediate trade disputes. Other bilateral trade agreements, including sections of European's Maastricht Treaty and the North American free Trade Agreement have also been signed in pursuit of the goal of reducing tariffs and barriers to trade (Lipied, 2001). The term Globalisation can also be traced in so many other ways in such varied contexts that it seems almost futile to attempt a universally acceptable definition for it. Speaker and writers have discussed the effect of Globalisation on practically every aspect of human existence, namely, politics, economics, religion, culture, knowledge and science (Dean, 2000).

In the economic context, Dean (2000) state that the term Globalisation is interpreted in two or three different ways. In the first interpretation, Globalisation is seen as a world-wide phenomenon or interpretation, Globalisation would be like any other phenomenon of the external economic world and as such can be described and analysed. The analyst would have to remain a passive researcher or a mere witness. The other definition of Globalisation is that of combination of some economic or monetary policies which, when adopted, may lead to the process of Globalisation. At present everyone, starting from the International Monetary Fund and the World Bank of the financial advisers of most rich and poor nations, has become staunch supported of pro-Globalisation policies. They have the additional backing of a large segment of the press and the electronic media.

From the interview based on this objective one, which its aim is responses from the questionnaire returned, it was found that 11 out of 13 interviewed said that there was a positive global effect of manufacturing on business competitive position of the selected institutions in south east Nigeria. This is in agreement with percentage analysis where 280 respondents of 56% and 200 of 40.60%, agreed and strongly agreed that there was global effect of manufacturing on business competitive position of the selected institutions in south east Nigeria.

The interview result further revealed that the reason(s) why manufacturing has global effects on the selected institutions in south east Nigeria was that manufacturing firms or institutions are specialized based on their interest areas and sometimes based on resources endowments. No wonder Krumwiede (2012), discussing while manufacturing, made emphasis on manufacturing typology where he said manufacturing companies differ in the way they do things and meet their demand. Some deliver products to their clients form finished goods inventories as their production anticipates customers' orders. Others however, manufacture only in response to customers' order. Time competition being a driving issue in manufacturing should not be wasted but to be supported by fever and faster activities performances and maintained that advantage companies have to acquire such resources. These specialized capabilities are exemplified by investments in a number of key areas which in turn increase the firms or institutions (companies) efficiency (Krumwiede, 2012).

### **Conclusion and Recommendations**

The positive global effect of manufacturing on the business competitive position of selected institutions in south east Nigeria has some international business implications. The global manufacturing companies could produce tangible goods, waste and bye products that would give their companies a business competitive advantage. This increase on the business competitive position will make their companies earn more profit that will make them fare better than their competitors. Based on the findings of the study, it was recommended that the

strategic, manufacturing managers, materials managers or the institutions studied backed by policy should continue to ensure that manufacturing should have a positive global effect on the Nigerian business competitive position of their organizations to ensure that good products are produced.

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