

MANAGEMENT OF THE NIGER-DELTA CRISIS IN NIGERIA: THE TOTAL QUALITY MANAGEMENT (TQM) APPROACH

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Abstract

Niger-Delia Crisis in Nigeria is still on an unprecedented scale despite all the effort by both Nigerians and international community to change the situation, it is against this background (hat (his. paper examines and suggests a managerial tool - Total Quality Management (TQM) if implemented it would help to promote a change in the region. The paper among others establishes (he guiding principles of TQM and (hen analyses (he various steps that would assist in adopting TQM to resolve Niger-Delia Crisis.

Key Words: Management, Niger Delia Crisis and Total Quality Management (TQM).

Introduction

Niger-Delta Region comprises nine states of the federation, which include Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, I mo, Ondo and Rivers (FGN, 2002). The region is the oil producing area of Nigeria and indeed the main source of Nigeria's wealth.

Over the years, the people of NDR had been demanding for full resource control of the wealth from the region, for many reasons such as injustice and inequality in the distribution of the wealth as well-as environmental problems. Prom all indications, for now this demand cannot see the light of the day so long as Nigeria practices its current home bred federalism which constitutionally provides that the revenue from oil is on the exclusive list thus should be controlled at the centre.

In response to the NDR problems of poverty, unemployment, air pollution, water-pollution, deforestation and land degradation clue to oil exploration, the Federal Government and oil producing companies have established laws, agencies, commissions, and infrastructure to ameliorate their sufferings. Some of these agencies and commissions are:

- i. National Mobilization Allocation and Fiscal Commission (NRMAPC);
- ii. Oil Mineral Producing Area Development Commission (OMPADEC);
- iii. Niger Delta Development Commission (NDDC);
- iv. Section 162 (20 of the 1999 Nigerian Constitution, provides for the principle of derivation. Proposed Direct Allocation for Oil Communities.

Generally, some oil producing companies operating in the region provide infrastructure! support to the people in the region, succour for the disabled and scholarship schemes for school children.

However, despite all these and other strategies the people of NDR are not satisfied instead they regard the strategies as autocratic, dictatorial, political commissions desired to satisfy political party's stewards and "Greek offers", imposed on them by the government and oil producing companies. Their discontent behaviour often results in rampage and looting of government and oil producing companies' property.

The main purpose of this paper is to recommend and theoretically discuss a managerial change effort TQM that would help to resolve Niger Delta Crisis. A technique that would help to provide accepted products in terms of quality and change the culture of stakeholders in NDR in particular and Nigeria in general.

In particular we will discuss the definition, need, background and principle of TQM, also to be discussed are recommended steps involved in adopting TQM in Niger Delta Crisis

This paper is divided into four sections. Section one is this introductory section, section two looks at the definition; need; background and principles of TQM, section three focuses on the recommended steps involved in adopting TOM in Niger-Delta Crisis and section four concludes the paper.

Theoretical Background: **Definition, Need, Background and Principles of TQM**

The term Total Quality Management has been variously defined. Some of these definitions

are as follows;

TQM involves the organization's long-term commitment to the continuous improvement of quality- throughout the organization, and with the active participation of all members at all levels- to meet, and exceed customers' expectation (Wehrich & Koontz, 199K).

TQM is continuous satisfying customers' requirements at a minimum cost to company or school (Greenwood & Gaunt, 1994:204).

Longo & Co\ (1997) viewed TQM as a system where input that enlarge the process and involves both the internal and external environments "Total" is composed of environment customer, people (manager and staff) and competitors. "Quality" is defined as the process itself. In this stage the , planning and designing of services and product takes place. "Management" IS defined as the age; of integrating among people, customer and competitions. Manager composed of integrating, leadership and empowerment. (Source: Longo & Cox, 1997:323 -• 333).

. For the purpose of this paper, TQM is defined as a quality strategy process that will enable an organization to manage its material, information, equipment, environment continuously to meet customer's needs and expectations at the lowest cost.

Need for TQM

TQM program is designed to tackle organizations problems and ensure that the organization survives in an increasingly competitive environment, for continuous improvement and satisfy customers. The need for TQM can be summarized as follows:

1. **To Meet Customer Requirements:** Organization introduces TQM with the need to improve the quality of goods and services offered to customers. The focal point of it all is the customer. In fact, quality is defined as fully satisfying agreed customer requirements at lowest internal price (John, Ban.: 1992:xiv).
2. **To increase Profit:** Among others the objective of a business organization is to make profit. The philosophy of the TQM is to produce quality at zero defects and satisfy customers. Quality improvement in product and services, business process and people result in more products at lower cost resulting increase in profit.
3. **To Motivate People:** Organization may introduce TQM in order to recognize and reward people. TQM involves everybody; positive reinforcement, recognition and reward are essential to maintain and sustain the achievement of TQM.
4. **To Become More Increasing Competition:** Organization may involve in TQM program in order to compete favourably within the industry. Competitive bench-marking is a continuous management
5. process that helps firms assess their competitors and themselves, and use that knowledge in designing a practical plan to achieve superiority in the.: market place.
6. **5. To Stop Fire Fighting or Crisis Management.** The stress of dealing with immediate crisis situation as they happen could be one of the reasons for TQM- 'TQM involves effective planning, control and implementation which eliminates crisis management.
7. **Background of TQM**
8. TQM had been adopted as a concept of a transformation or change effort. The concept is not new only the manner in which the concept is translated into practical use has only claimed to be of recent. Historically, 'TQM can be traced back to the ancient times. The Egyptian pyramid, the Sumerian strong houses of mud bricks. Assyrian tall pillars, the Benin moat and other wonders of ancient times were as a result of quality control programme (Adetoro, 1982; George, 1972).

9. These marvelous things were possible with the adoption of TQM principles vision, commitment, teamwork, participation of nil and feedback. Towards the end of medieval period and industrial revolution of the 19th century in Europe and other industrialized nations, the factory system that emerged brought about large quantity production of single piece of item from single machine (Kemper, 1980:255).

10. There arose inspection problems, using the crude system of inspection, the question arises as how often, should inspection be made and the number to inspect. In some cases every part was inspected and that was called 100 percent inspection when the inspection is less than 100 percent, it is termed partial or sampling inspection. To assist in controlling and inspection process, an American Edward W. Deming introduced Statistical Process Control (SPC).

11. Edward W. Deming was born in 1902 by 1939 he became a statistician and lecturer. Deming developed and stressed the importance of statistical process control. He demonstrated the use of SPC both in manufacturing and servicing industries, for example he carried out work especially on the identification and between two types of variations in the industrial process, which he demonstrated for US government •Department of the National Bureau of the Census in 1939.

12. During the Second World War. he was invited to teach SPC to industrialists and engineers with very beneficial effects on the war effort. After the war Deming SPC was abandoned by Americans whose desire was to flood the market with goods (Greenhead & Grant, 1994). In 1950, in an attempt to rebuild their shattered economy the Japanese invited Deming to deliver lectures to the union. Japanese embraced Deming's philosophy and by 1978 the Japanese dominated the world market economically. As a result of the success of Deming's philosophy in Japan, an American industrialist W. E. Conway of Nashua invited Deming to consult for Nashua. Then America adopted statistical control introduced by Deming on both public and private sector. For example, TQM has been adopted by former President Hush of USA who stated. "Reasserting our leadership will require a firm commitment to Total Quality Management and principles of the public sector" (Swiss, 1992). Former President Regan designated October 1985 as "National Quality Month" some of the large companies- such as Coca-Cola, Ford, and IBM participated in the National Quality Forum (Wehrich & Koontz, 1998). Today big firms all over the world have adopted TQM, these firms include Ford, Honeywell British Rail and Gas. General Motors (USA), Motorola (USA), IBM (UK), etc (Greenwood & Grand 1994). In the case of Niger Delta Crisis, implementing TQM would change Nigerians' culture in a positive way to resolve the crisis.

13. The Principles of TQM

14. There are some guiding principles of TQM that can be summarised as follows:

15.i. Customers are Kings (Customer Focus): The first principle of TQM is customer focus. The customers (internal and external) are the determinants of the quality. The vision of TQM can achieve success only by understanding and fulfilling the customers' needs. The vision statement, decision, the action of what to produce, how to produce, when to produce it and at what price to charge are centred on the whims and caprices of the customers.

16.ii. Preventing Variability not Diction: The old adage "prevention they say is better than cure" TQM avoids rework, scrap and waste. TQM emphasis on what to be done must be done right at the first time. Rework can be avoided with clear instruction and care in preparation and well-maintained system (Greenwood & Gaunt, 1994).

17.iii. Management Lend: Management menues decision makers. TQM requires management lends both in words and indeed. TQM is an organizational change effort; it must change organizational behaviour and culture in a positive way to meet long-term commitment to customers. Management must carry all employees, suppliers, shareholders, the public and the community along for success.

18.iv. Empowerment and Team Work: An organizational success depends largely on (team working, commitment and motivation of its work force. Employees' success depends increasingly on having Opportunities to learn and practice new skill; this can be fostered through

empowerment, adequate flow of information and teamwork. Workers must be given the opportunities to make quality decisions to satisfy customers without fear and no departmental barriers.

19.v. Continuous Improvement: TQM requires improvement of all the values and practices. Quality is not static it is a constantly changing target if it is to delight customers expectations. Thus TQM is not one-time change effort; it is a continual, long-term endeavour that needs to be recognized, reinforced and rewarded.

20. Recommended Steps in Adopting TQM in Niger Delta

21. In adopting TQM in Niger Delta certain steps must be involved which can be summarized as follows:

22.i. Vision and Vision Statement: Quality starts with vision or mission, which must be clear and renewable. The management (political leaders and decision makers) must define a clear quality vision or mission and make a vision statement that is achievable, realistic, motivational and specific and made known to everybody (citizens, customers, national community leaders, youth, oil producing companies and international communities). The management must demonstrate constantly their commitment to the statement. As time passes, as the country expands, as political leaders change, as more oil wells are discovered, in fact, as one or more things occur the original purpose may become irrelevant so the vision must be dynamic with the time. A proper understanding of the causes of Niger Delta crisis will help to make an unambiguous quality vision statement.

ii. Identify the Customers and Their Expectations: Quality must always be defined from customers' point of view if TQM is to succeed. Who are the customers of the Niger Delta? The nine states mentioned earlier with an estimated population of 20 million, comprising of 50 ethnic groups and over 3,500 communities who speak approximately 260 dialects, the major ethnic groups are: Yoruba, Igbo, Urhobo, Isoko, Itsekiri, Ibibio, Annang, Kalahari, Ogbia, Egmi, Ishan, Edo, Estako, Ogoni, Itoni, Andoni and Ekpaya (Adam & Iyoha, 2002). These communities suffer environmental problems like air pollution, water pollution, deforestation and land degradation due to oil exploration and they are the major source of Nigeria's wealth. They are customers who deserve to have their needs and expectations met or exceeded. What do these customers really want? Full resource control. As stated earlier, not possible considering the current practice of home bred federalism. But the customers need meaningful development, basic infrastructure - electricity, roads, and telephone services, health facilities, etc. However, from related literature and experience (authors from the NDR) the expectations of the customers are complex and numerous. The actual expectations can be identified by the use of a survey through questionnaire administered on the customers about what they really want. An objective approach is to identify both the strengths and weaknesses in the present products and services provided by the government through its established agencies as well as oil producing companies.

iii. Compare the Demands of the Customers with the Internal Capability of the Country to Discover Gap: As mentioned in step ii the customers' expectations are complex and numerous. Hence, there is need to compare the customers' demands with the available resources to know the cost of quality. Also as mentioned earlier, since home bred federalism is being practiced in Nigeria, other parts of the country need to be taken care of with the revenue from the region. The management of the country must work out how much can be allocated to meet the customers' demands and this must be negotiated and agreed upon with the customers. This is to ensure that (1) activities required are done right from time, (2) activities to be used to identify error, measuring and recording performance are in place and (3) protest, failure, waste and re-work are avoided.

iv. Implementation of TQM for Continuous Improvement: Steps I and iii discussed above are quality audit. These steps seek to identify what is wrong and the possible remedies. The next step is implementation step which seeks to put the actions into effect. According to Deming and other empirical applications of TQM team working is a principle that can make TQM successful. Team working occurs when production is organized into large unit of work instead by a high division of

labour lines, Marcouse & Martins, 1999). Permanent and temporary teams must be drawn from all (the 3,500 communities with representatives from presidency, National Assembly, Oil producing companies and international communities. They will act as major teams to implement the action and accomplish the transformation. The (teams¹ structure will be interlocking thus eliminating top-down stiff hierarchical structure of commissions, collapse the establishment of governing board in the commissions. Barriers to team work like competitive behaviour; attitude, emotion and unclear terms of reference must be avoided. The teams must be empowered, (trusting, and motivated; create climate for innovation, fear must be driven out and no issue that teams can sue and be sued .in .its corporate name.

v. Feed Back: Results of the teams must be checked and monitored for continuous **improvement**. The teams must evaluate their work through data collection in order to identify any **barrier to the implementation of TQM** in the Niger Delta crisis. Find out if any deviation between predetermined and actual results; write statements of problem for further identifying and selecting vision and making vision statement.

Conclusion

In this paper, an attempt has been to recommend and theoretically examine adopting TQM for Niger Delta Crisis. The paper looked at definitions, background and the principles of TQM. The recommended steps in adopting TQM in Niger Delta crisis were also analyzed. The paper suggested that since the full resource control by the NDR is not possible negotiation, teamwork, empowerment, continuous improvement, which are TQM principles, would help to resolve the Niger Delta Crisis.

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