

# IMPLEMENTATION OF CORPORATE VISIONING IN THE NIGERIAN TEXTILE INDUSTRY: A CRITICAL ASSESSMENT

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## **Abstract**

*Amidst corporate visioning, the Nigerian textile industry currently houses distressed and non-distressed operating firms. Adopting the survey method, the study sought to critically evaluate the implementation of the corporate visioning in the industry among the two categories of operating firms. The target population of 7,787 personnel consisted of 3,022 from the distressed and 4,765 from the non-distressed firms. Three hundred and sixty-six randomly selected personnel of managerial cadre, senior staff and junior staff participated in the study. Three instruments (Implementation of Corporate Visioning Scale, Corporate Visioning Inventory and Employee Motivation Scale) were used for data collection. Frequency, percentage, means, standard deviation, Person's Product Moment Correlation, and Regression Analysis were used for data analysis. Results showed that there was no significant difference in the level of implementation of corporate visioning between distressed and non-distressed firms. The result further revealed that there was a significant relationship between corporate visioning and employee motivation. The study then concluded that the awareness of the significance of corporate visioning was very high in the industry, but the level of its implementation was very low in both distressed and non-distressed firms. More so, as employee motivation was higher in a*

*firm with strong corporate visioning. It was recommended, among others, that the Management of the textile firms should make arrangements with the academic institutions to fully design courses to suit the industry's needs. Also, the Management should organize industry interactions by way of seminars and conferences on corporate vision, as this will help the management, staff and stakeholders of the industry to fully utilize the concept, its implementation and benefits.*

## **Introduction**

Vision was mostly a concept of researchers who studied political leadership and the leadership of social or religious movements before the 1980s (Kantabutra, 2008). It was rarely considered within the leadership and corporate literature. Only within the past couple of decades has vision been extensively discussed in the corporate sector. Some theorists believe that vision reflects the company's image of some future state, which will be the ideal achievement of the organization. Having a vision means having knowledge of where to go and a greater control over the future. If an organization does not control its destiny, other outside forces will decide that for it (Mohtsham, 2004). Not only is vision an idea or image of a desirable future, but the right vision can also actually jump-start the future of the organization by mobilizing people into action toward achieving it (Nanus, 1992).

All organizations face problems in their lives but a well thought out vision together with effective operations, gets the organization out of these troubles (Tregoe, Zimmerman, Smith, Tobia, 1989). Thus vision is like the headlights of a vehicle on a road at night, which shows the way to the destination on a dark path, avoiding any accidents and carefully leaving behind the other cars on the road.

Overall, research has demonstrated significant contributions of visions to organizational effectiveness (Zaccaro, 2001). Lack of vision also appears to be associated with failed attempts to manage organizational change (Collis and Porras, 1994; Lucey, Bateman and Hines, 2005) and attention to vision was found to be a key strategy

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employed by 90 leaders who enlisted others in a common vision (Bennis and Nanus, 1985). Visions offer a value-based direction for the organization and provide a rationale for strategic decision-making. According to Bennis and Nanus (1985), the concept of corporate visioning is a mental image of a possible and desirable future state of the organization, articulates a view of a realistic, credible, attractive future for the organization, a condition that is better in some important ways than what now exists.

Lipton (1996) asserts that a clearly articulated vision, fully implemented across an organization, makes a profoundly positive difference. This explains why some organizations state their visions right from their inception, while others believe that articulating and implementing a growth vision is the key to getting them out of trouble when their very survival is at stake.

Corporate visioning has direct bearing on the reported poor performance of the Nigerian textile industry, which has blamed on harsh operating environment, ageing or obsolete technology, the inability to acquire the latest and up-to-date technology, lack of investment on new and modern production facilities, failure to innovate and transform to move with time, failure to meet the changing taste of consumers, and poorly motivated workforce. These have resulted in the inability of the industry to effectively compete with imported/smuggled fabrics from other countries.

The environment of business and its corporate visioning strategy have been hypothesized and demonstrated empirically to have significant impact on organizational performance. As a result of this, any firm that desires to perform must set its corporate vision. In the implementation of the vision, it must also pay particular attention to environmental factors, especially in a tough operating environment.

The Nigerian government is poised to initiate a bail-out plan for the moribund textile industry, noting that the system collapse spans infrastructural and economic malaise, leading the closure of most textile firms in the country and others operating below their installed capacities. The rescue agenda requires visionary leadership to

envision, formulate and adopt appropriate strategy that will enable the firms to withstand their vulnerability to environmental risks such as changes in consumer needs and taste, technological advancement, changes in economic factors, socio-cultural factors and competitors' activities.

Therefore, the study intends to determine whether corporate visioning is being implemented in the Nigerian textile industry. The specific objectives of the study are:

1. To evaluate the extent of implementation of corporate visioning by the distressed and non-distressed operating textile firms in the Nigerian textile industry.
2. To determine the relationship between corporate visioning and employee motivation in the Nigerian textile industry.
3. To offer recommendations based on the findings of the study that will assist the industry to face the challenges and become a global major player.

The following hypotheses were formulated to guide the study:

- H<sub>01</sub>: There is no difference between distressed and non-distressed operating Nigerian textile firms in their level of corporate visioning implementation.
- H<sub>1</sub>: There is a difference between the distressed and the non-distressed operating Nigerian textile firms in their level of corporate visioning implementation.
- H<sub>02</sub>: There is no relationship between corporate visioning and employee motivation.
- H<sub>2</sub>: There is a relationship between corporate visioning and employees' motivation.

## **Theoretical Considerations**

### **Implementation of Corporate Visioning**

The issue of corporate visioning is primarily aimed at providing a strategic direction to an organization in order to build the kind of company that will meet the aspirations and desires of top Management, board of directors, shareholders and society at large (Anugwom, 2005). The best companies have organizational vision, an internalized view of where the company is headed, and what the company is really about (Knud, 2005). No wonder the Book of Proverbs (chapter 29 verse 18) of The Holy Bible (1980) warns, “Where there is no vision, the people (organization) will perish”.

Lipton (1996) asserts that a clearly articulated vision, fully implemented across an organization, makes a profoundly positive difference. Well articulated and well-implemented vision has taken a crippled company from third bankruptcy back to business. Empirically, visions, characterized by the seven attributes, were also found to have a significant, direct relationship with organizational performance via staff satisfaction (Kantabutra, 2003).

Many scholars cite employee satisfaction as a critical performance indicator for business organization (Anderson, 1984, and vanDyck, 1996). A company must have an agreed upon direction in order to have a chance to reach its objectives. The vision provides the template and the line of continuity, allowing a single thrust and focus in a turbulent and chaotic environment (Drucker, 1992).

Since a vision is seen as a leader’s base for planning and implementation (Bass, 1985), a vision, which changes dramatically over time, negatively affects planning and on-going implementation of an existing vision. Many authors assert that effective visions should have clarity, the degree of which influences how well a vision is understood and accepted for implementation (see Jacob & Jaques, 1990; Locke, et al., 1991; Conrad, 1990; Pace & Faules, 1989). Another view gaining support from the vision clarity finding is that a lack of clear vision was a major reason for declining effectiveness of

many organizations in the 1970s and 1980s (Bennis and Nanus, 1985), possibly because of not having a clear vision of what becomes of an organization (Yukl, 1998).

The significant relationships found between vision attributes domain and customer and staff satisfaction indeed suggest that stores or organizations with no vision performed significantly worse in terms of customer and staff satisfaction (Kantabutra, 2003). This was taken into account in the regression analysis by assigning zero vision attributes scores to that stores/organization that reported having no vision.

Another study by Baum, et al. (1998) indicates that vision implementation has a positive relationship on organizational performance as measured by venture growth among entrepreneurs. The findings on the importance of vision implementation also lend support to previous research suggesting that vision was an identifiable and measurable construct in Australian Small Firms (French, Kelly and Harrison, 2001). More critically, some researchers (see Avery 2005; Hamel & Prahalad, 1984) assert that an organization with a well-articulated vision can achieve sustained competitive advantage over those organizations lacking such a vision.

Many leadership scholars have endorsed vision as fundamental to leadership, strategy implementation and change (Avery, 2004; Collins and Porras, 1994; Doz and Prahalad, 1987; Humphreys, 2004; Hunt, 1991; Kotter, 1990; Robbins and Duncan, 1988; Sashkin, 1988). Clearly, the importance of vision implementation has been emphasized by scholars in both theoretical discussions (Avery, 2004; Maccoby, 1981; Peters, 1988; Slater, 1993) and research (Kantabutra, 2008; Kantabutra and Avery, 2007; Kotter, 1990; Larwood et al, 1995). In addition, Westley and Mintzberg (1989) found empirically that implementation of corporate visioning has directly increased organizational effectiveness and performance.

A vision that is changed too often brings about unnecessary costs associated with implementing the previous vision (Kantabutra, 2008). Also, some studies of community visioning have shown the

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importance of implementation by focusing on the lack of it. For instance, Helling's (1998) investigation of vision 2020 in Atlanta, where no substantive outcomes were discovered beyond the immediate community building, it was discovered that the project failed to emphasize the importance of both planning information and formal expertise. A similar result was reported in the community visioning effort in Vancouver, where people were more satisfied with the process than with the outcomes. In that case, there was little subsequent change in policy or in land use. There was little emphasis on implementation and subsequent real outcomes (Helling, 1998; Shipley, et al., 2004).

Experimental research showed that vision implementation affected both implementation quality and quantity. Path analysis indicated that communicating a vision of quality as well as vision implementation each had a positive effect on self-set goals and self-efficacy, which affected performance (Kirkpatrick and Locke, 1996). The empirical study by Aluko, et al. (2004), highlighted the deplorable condition of the Nigerian manufacturing sector which was due to a horde of factors principally amongst which are: lack of enabling environment, which include (a) policy and polity instability; (b) poor macro-economic environment, and (c) bureaucratic bottlenecks. Hannan and Freeman (1977, 1984) opine that organizations succeed in making radical changes in strategy and vision implementation in the face of environmental turbulence because they are subject to strong inertial forces.

### **The Relationship between Corporate Visioning and Employee Motivation**

Managers and management researchers have long believed that organizational goals are unattainable without the enduring commitment of members of the organization (Stoner, et al., 2002). Motivation contributes to a person's degree of Commitment. In essence, where there is motivation, there is productivity and good performance (Ekpunobi, 1999). There is considerable evidence of the correlation

between high achievement needs and high performance (Stoner, et al., 2002).

Motivation, according to Schermerhorn (2000), is defined as forces within an individual that account for the level, direction and persistence of expended at work. A top manager needs to communicate organizational vision frequently to the employees at all organizational levels, in order to motivate them and gain their support so that change can be successfully initiated (Witherspoon, 1997). Field researchers investigated the role of corporate visioning on employee performance, and found that there were significant effects of corporate visioning on employees performance (Rogers and Hunter, 1991).

In addition, Scholars argue that corporate visioning should reflect the goals of the organization, which should serve as employees motivation (Pace & Faules, 1989). As a result, effective vision should represent a degree of discrepancy between the vision and the status quo. This will in turn challenge employees to do their best within their role and responsibilities to achieve superior organizational outcomes. By having a challenging corporate vision, employees can also raise their self-esteem in their attempt to achieve the vision (Gecas & Seff, 1990), which in turn, satisfies and motivates them (Masslow, 1943).

This assertion is supported by the finding of an empirical study that motivation of staff - a measure of which was defined as the extent to which a store manager challenged his/her staff members to do their jobs better - was directly predictive of enhanced staff satisfaction in Australian retailed stores (Kantabutra and Avery, 2007). This was supported also by Haskett, et al. (1997) on the empirical study on the implication of corporate visioning on the employee motivation. The study found out, among others, that when motivated staff are satisfied, customers are also satisfied, impacting organizational performance in positive ways.

Further more, an empirical work by Morden (1997) asserts that there is a positive relationship between organizational vision and employee motivation. These findings suggest that a desirable or inspiring corporate vision will motivate employees and draw their

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effective commitment to achieving organizational goals, in turn affecting overall productivity, given that inspiration is a form of motivation. Thus, when employees see the meaning and outcome of their work, they tend to be more satisfied and thus frequently more productive. As a result, customers are also satisfied, enhancing organizational performance (Heskett, et al., 1997).

Corporate vision attainment will be a failure without employee participation. So there is need for corporate visioning to be a total package. As Thomas and Greenberger (1995) put it, corporate vision is a cognitive image of the future which is positive enough to members so as to be motivating and elaborate enough to provide direction for future planning and goal setting. Similarly, Thurman (1999) sees corporate visioning as including the elements of a positively stated idea of where an organization wants to be in the future and the idea must be shared with everyone in the organization in order to motivate and attain the goal.

Views on the attributes characterizing on effective vision vary widely, ranging from opinions that an effective vision is inspiring, abstract, brief, and stable and motivating (Locke, et al., 1991), strategic and well communicated (Conger, 1989), to ideas that long-term and focus should be included (Jacobs & Jaques, 1990; Kouzes & Posner, 1987). Sashkin (1988) and Sims and Lorenzi (1992) propose that effective visions are inspirational, widely accepted, and integrated with visions of others.

In effort to develop a vision theory to fill in the gap of the prevailing corporate vision theories, Collins and Porras, 1994; Cowley and Domb 1997; Westley and Mintzberg, 1989; and Kantabutra, 2003 assert that the seven vision attributes interact to create a significant impact on overall organizational performance. A vision that is only brief will not significantly impact overall performance because it may not be clear as to what needs to be done (Conrad, 1990; Pace and Faules, 1989), or it may not appear to challenge employees to do their best (Collins and Porras, 1994; Conger and Kanungo, 1987).

A vision that is only clear will not significantly affect organizational performance because it may be too long, making it difficult for a leader to communicate it massively and frequently (Kotter, 1990; Yuki, 1998). It also may not be abstract, therefore possibly creating conflicts among groups with different specific purposes and making it difficult to form an effective group (Messick & Mackie, 1989) to carry out the vision.

Moreover, abstractiveness reflects stability in the vision because it implies no radical change over time (Gabarro, 1987; Ticky & Devanna, 1986). A vision that is unstable suggests a lack of managerial integrity and commitment to the vision (Kouzes & Posner, 1987; Parikh & Neubauer, 1993), negatively affecting organizational performance. A vision that is brief, clear, abstract, challenging and stable will not draw employee commitment in working toward the vision, unless it is inspiring or desirable (Morden, 1997). In addition, when a vision is not inspiring or desirable, it is unlikely to develop a shared vision (Parikh & Neubauer, 1993), found to be critical to performance outcomes (Kantabutra & Avery, 2005).

An inspiring vision that is clear, brief, abstract, challenging, and stable will not be able to attract commitment from the employees because it does not offer a view of a desirable future (Nanus, 1992). Without a better future picture, employees are unlikely to be drawn from where they presently are to work toward the vision (Senge, 1990). Therefore, combining all seven vision attributes in a vision is expected to influence the vision's effectiveness (Kantabutra, 2006).

Empirically, visions characterized by the attributes of brevity, clarity, abstractness, challenge, future orientation, stability and desirability or ability to inspire have been found to indirectly relate to customer satisfaction (Kantabutra, 2003). Visions characterized by the seven attributes were also found to have a significant, direct relationship with organizational performance via staff satisfaction (Kantabutra, 2003) and venture growth (Baum, et al., 1998).

## **Methodology**

The study adopted the survey design. The target population for the study consisted of two groups made up of workers from the distressed and the non-distressed operating Nigerian textile firms in the four textile manufacturing zones in the country. The zones are Kano and Kaduna in the North and Oki/Isolo and Igalu/Ikeja in the South.

From the available records of the Nigeria Textile Manufacturers' Association, the numbers of factories in existence as at 2008 were 40, which comprised both the distressed and non-distressed firms. The distressed firms were 30 in number, 13 of which were in the North zones, while the remaining 17 were in the South zones. The non-distressed textile firms in the country were 10. Four were in the North zones and the remaining six were in the South zones.

However, out of the 40 existing textile firms in the country, 12 were selected using stratified sampling. Although Ikeagwu (1998) suggests 10 to 20% of the study area, 30% was taken and it was considered adequate as representing the number of textile firms selected. From the 12 selected firms, the table of random numbers was used in selecting the 9 distressed textile firms - 4 were taken from the North zones and 5 from the South zones. Also, from the 3 non-distressed operating textile firms, one was taken from the North zones and the remaining two from the South zones (see Table 3.1).

However, from the 12 selected firms, the population of the study was 7787. This comprised of 3022 workers from the distressed operating firms and 4765 workers also from the non-distressed firms. The workers were from the managerial cadre, senior and junior staff of the firms selected for the study. The basis for involving every category of staff in the study was hinged on the empirical studies that state that vision must be shared with everyone in the organization in order to motivate and attain the goal (Thurman, 1999; Bennis and Nanus, 1985).

The Cochran's Finite Population formula was used to determine the sample size for the study. Hence, 366 constitute the study's sample size.

The formula and the calculation are shown below:

$$n_o = \frac{(t)^2 * (p)(q)}{(d)^2}$$

$$n_o = \frac{(1.96)^2 (.5) (.5)}{(.05)^2} = 384.16$$

Where  $n_o$  = required return sample size

$t$  = Value for selected alpha level of 0.025 in each tail = 1.96.

(the alpha level of .05 indicates the level of risk the researcher is willing to take).

$(p) (q)$  = estimate of variance = 0.25

The values of  $p$  and  $q$  were determined from the pilot survey.

$p$  = the percentage of units in the population that falls into some defined class.

$q$  = the percentage not falling into the same class.

These were generated from one of the questions that featured in the pilot survey.

Where  $d$  = acceptable margin of error for proportion being estimated = 0.05 (Error researcher is willing to accept).

Therefore, for a population of 7,787, using Cochran's (1977) finite population formula to calculate the final sample size:

$$n_1 = \frac{n_o}{(1 + n_o/\text{population})}$$

$$n_1 = \frac{384}{(1 + 384/7787)} = 365.95$$

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$n_1 = 366$ , which represents the sample size.

This study sourced its data through the primary and secondary sources of data. The primary data were sourced through questionnaires that were administered on 366 respondents. The secondary sources of data comprised of information from textbooks, journals, periodicals and internet. Three instruments (Implementation of Corporate Visioning Scale, Corporate Visioning Inventory and Employee Motivation Scale) were used for data collection. Frequency, percentage, means, standard deviation, Person's Product Moment Correlation and Regression Analysis were used for data analysis.

**Table 3.1: Stratified Randomly Selected Distressed and Non-Distressed Operating Textile Firms and Population of Personnel in 2008**

S/No	Name	North zone	South zone	Distressed	Non Distressed	Numerical Strength
1	Holborn Nig. Ltd	√		√		522
2	Nigerian Spinners & Dyers Ltd.	√		√		413
3	Tofa Textiles Ltd.	√		√		124
4	Chellco Industries Ltd.	√		√		270
5	First Spinners Ltd.		√	√		522
6	Stallion Ltd.		√	√		300
7	Ijora Textiles Ltd		√	√		266
8	Haffar Industries Co. Ltd.		√	√		305
9	West Coast Africa Thread Ltd.		√	√		300
10	African Textile Manufacturers Ltd.	√			√	1757
11	Sunflag Nigeria Ltd.		√		√	1718
12	Dangote Agro Sacks Ltd.		√		√	1290
	Total					7787

**Source:** Official Records of Nigerian Textile Manufacturers' Association, 2008.

The target population of personnel in the study from the 12 selected textile firms, therefore, stood at 7,787.

## **Data Presentation, Analysis and Results**

### ***Implementation of Corporate Visioning Scale (I.C.V.S) Scores.***

The I.C.V.S. scores on the 5 items of implementation of corporate visioning in the textile industry are presented in Table 3.2.

**Table 3.2: I.C.V.S. Scores on 5 Items of Implementation of Corporate Visioning in the Textile Industry.**

<b>Variables</b>	<b>X</b>	<b>SD</b>
Implementation of Corporate Visioning in the Textile Industry can facilitate corporate growth	3.75	1.154
Implementation of Corporate Visioning in the Textile Industry is low	3.70	1.0675
Implementation of Corporate Visioning in the Textile Industry is high	2.02	1.1195
Organizational performance depends on the level of Corporate Visioning implementation	3.96	2.3795
A well implemented growth vision brings back crippled organization back to business	3.89	1.3745

**Source:** Field Survey, 2009.

Based on the I.C.V.S. scores, results in Table 3.2 indicate that ‘organizational performance depends on the level of corporate visioning implementation’ has the highest mean value (N = 366, X = 3.96), while ‘implementation of corporate visioning in the textile industry is high’ has the lowest mean value (N = 366, X = 2.02).

### ***Employees Motivation Inventory (E.M.I) Scores***

The E.M.I. scores on the 5 items of employee motivation in the textile industry are presented in Table 3.3.

**Table 3.3: E.M.I. Scores on 5 Items of Employees Motivation in the Textile Industry**

Variables	X	SD
Sharing corporate vision with employees will make them to work harder towards achieving the organizational goals	4.21	0.995
Attractive pay package encourages employee to work harder	4.18	1.137
Training and development of employees will improve their performance	3.63	1.204
Employee experiences job satisfaction only when he/she is motivated	4.19	0.98
Motivation is a key ingredient to high organizational productivity	3.82	1.294

Source: Field Survey, 2009.

Based on the E.M.I. scores, results in Table 3.3 indicate ‘sharing corporate vision with employees will make them to work harder towards achieving the organizational goals’ has the highest mean values (N = 366, X = 4.21), while ‘training and development of employees will improve their performance’ has the lowest mean value (N = 366, X = 3.63).

### ***Hypothesis testing***

*Hypothesis 1: There is no difference between the distressed and the non-distressed operating textile firms in their level of corporate visioning implementation.*

The mean scores of respondents on distress and non-distressed operating textile firms are presented on Table 3.4.

**Table 3.4: T-test Summary on Distressed and Non-Distressed Operating Textile Firms in Level of Corporate Visioning Implementation**

Variables	N	Mean	SD	SE	t-Value	Df	P	t-Crit
Distressed	141	4.4	.1574	.0133	.595	364	.552	1.96
Non-Distressed	225	4.4	.1517	.0101				

**Source:** Field Survey, 2009

Results on Table 3.4 indicate no significant difference (N = 366, t = .595, Df = 364, P > 0.05) between distressed and non-distressed operating textile firms in the level of implementation of corporate visioning. The null hypothesis is accepted indicating that distressed and non-distressed operating textile firms have no difference in their level of corporate visioning implementation. Therefore, the question of ‘there is no difference between the distressed and the non-distressed operating textile firms’ can be justified based on foregoing result.

*Hypothesis 2: There is no relationship between Corporate Visioning and employee motivation.*

To test the hypothesis, the C.V.I. scores were correlated with E.M.I. scores. The results are presented on Table 3.5.

**Table 3.5: Summary of the Pearson Product Movement Correlation Statistic on C.V.I. and E.M.I. Scores**

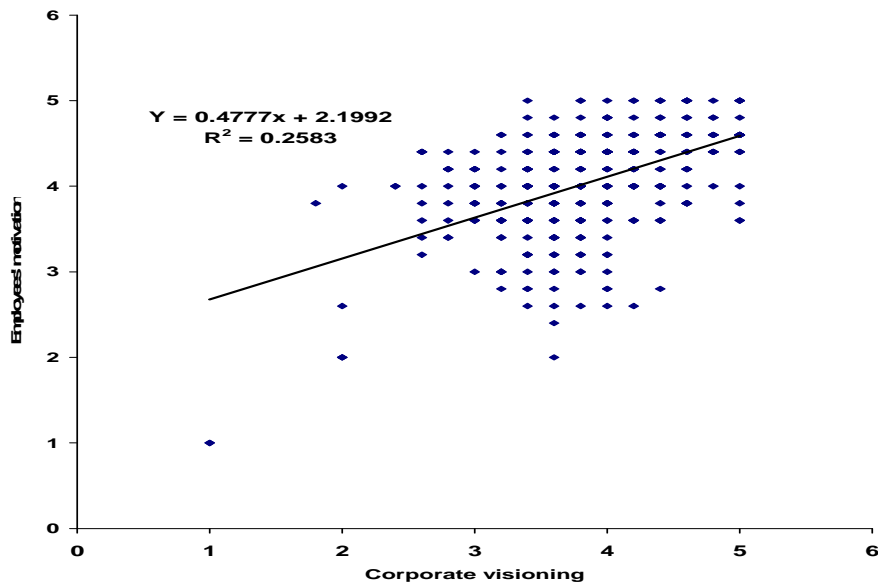
Variables	Mean	SD	SE	r	Df	P	r-crit.
Corporate Vision	4.5295	.1289	.0067	.507	364	000	0.098
Employee Motivation	4.6384	.14053	.00735				

**Source:** Field Survey, 2009

There is a significant relationship (N = 366, r = .507, Df = 364, P < 0.05) between corporate visioning and employee motivation. Apart from the correlation procedure, a functional relationship between the two variables was conducted using the least square regression model presented in Fig. 1. The result indicated with a linear equation of Y

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(motivation) as a function of corporate visioning is presented in the table with a linear trend and the coefficient of determination for the relationship.



**Fig. 1: Functional relationship between corporate visioning and employee motivation in the textile industry**

**Source:** Field Survey, 2009

Corporate visioning is highly correlated with employee motivation in the textile industry. Though the coefficient of determination,  $r^2$  (0.2583), tended to be low, the observed correlation is highly significant. This means that the null hypothesis that ‘there is no significant relationship between corporate visioning and employee motivation in the Nigerian textile industry’ should be rejected.

Thus, corporate visioning can improve employee motivation in the textile industry. Therefore, the question of a relationship between

corporate visioning and employee motivation can be justified based on the foregoing analysis.

## **Conclusion**

The study critically assessed the implementation of corporate visioning in the Nigerian textile industry. Based on the results of the study, it can be concluded that the awareness of the significance of corporate visioning was very high in the industry, but the level of its implementation was very low in both the distressed and the non-distressed operating textile firms. Also, employee motivation is higher in a firm with strong corporate visioning.

## **Recommendations**

In view of the findings and conclusion made, some recommendations are proffered to facilitate the full implementation of corporate visioning within the Nigerian textile industry. These are that the Management of the textile firms should:

1. make arrangements with the academic institutions to fully design courses to suit the industry's needs;
2. organize industry interactions by way of seminars and conferences on corporate vision as this will help the management, staff and stakeholders of the industry to fully utilize the concept, its implementation and benefits;
3. implement the concept of corporate vision by formulating and communicating a unique vision for the future, offering the needed support and providing the essential visionary and operational direction, to make for improved competitiveness in the local and global economy; and
4. the government should, on her own part, provide the enabling environment for full implementation of the concept of corporate vision.

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