

Activating Community Development through Activation of Collective Action

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Abstract

The development of several communities in Nigeria is constrained as a result of failure to explore the nexus between power, politics, knowledge management, stakeholders' management and growth and development. The growth and development of any community is no longer dependent on monetary variables alone. To further development, innovative capacity is now a categorical imperative. The revamping of education and training will impact positively on the attainment of high innovative capacity. The link between knowledge management, stakeholders' management, politics/power and community growth and development must now be explored. Knowledge management will assist in identifying the key imperatives for growth and development. With knowledge management culminating in, increased stakeholders management intelligence, communities that are dependent stakeholders will cultivate the cooperation of others to acquire power with a view to becoming definitive stakeholders. The outlined synergies will assist in activating community development through collective action.

Keywords: Power, Politics, Knowledge management, Stakeholders management, Growth and development, Egoro kingdom.

1.0 Introduction

In furthering the development of communities, emphasis is placed on monetary variables. The role of politics/power, knowledge management and stakeholders' management in community development are de-emphasised. The objective of this study is therefore to establish the nexus between knowledge management, stakeholders' management, politics, power and growth and development. This research is situated within the context of Egoro Kingdom, Edo-state, Nigeria.

1.1 Research Methodology

The way research is conducted may be conceived in terms of its paradigm. According to Denzin and Lincoln (1994: 1-18) paradigm is the basic set of beliefs that guide action that can be viewed as consisting of three main elements: Ontology, epistemology and methodology. As argued by Hughes (1990), every tool or procedure is inextricably embedded in commitments to particular version of the world (ie. Ontology). Ontology is the nature of reality which is immutable.

Bryman (2001), identified objectivism and constructionism as the two main ontological approaches. Objectivism is an ontological position that implies that social phenomena confronts us as external facts that are beyond our reach of influence. Constructionism asserts that Social phenomena and their meanings are continually being accomplished by their social actors. There are several factors which affects the growth and development of communities. As a result of my ontological position which is within the domain of constructionism, the focus of this research is only on establishing the nexus between knowledge management, stakeholders' management, politics/power and growth and development (Jankowicz, 2005). This approach stems largely from my experience and critical review of events relating to community development.

Within the context of this research, epistemology will be demonstrated through my interaction with groups and individuals within the context of study with a view to creating knowledge. Positivism and interpretivism are the two strands of epistemology. The difference between them is the way they approach knowledge. For positivists, scientific knowledge is established through the accumulation of verified facts. Science is thus, deductive and must be carried out in an objective way. In the positivism strand, the role of the researcher is primarily to test theories and create laws. Interpretivism on the other hand, sustains that social phenomena do not exist independently of our interpretation of them; rather it is this interpretation or

meaning of social phenomena, which affects social reality (Marsh and Stocker 2002). While the positivists are external to the research process, the interpretivists in contrast take an insider position. They are part of the research process as the subject and object of research are interfaced. For the interpretivists, it is completely natural that the values of the researcher condition research findings because the findings are created through researcher's interaction with their objects (Christoe, Valachis and Anastasiadou, 2005). This study reflects the stance of interpretivism. As a result of my dual role as a researcher and ruler in the kingdom under study, I will play a part in the research process. It will be impossible for me to carry out this investigation without being involved. In order for me to understand the subjective meaning of the relationship between knowledge management, stakeholders' management, politics/power and growth and development. I will be immersed in the research context. Emphasis will be given to the utilization of qualitative data. Although interpretivism is weak on ground of subjectivity, Remenyi, Williams, Money and Swartz (1998), posits that the strongest argument of the interpretivist is the necessity to discover the details of the situation and understand the reality working behind them. The ontological and epistemological approach adopted by a researcher, has direct impact on methodological approach. As stated by (Christoe, Valachis and Anastasiadou, (2005), interpretivists are more liable in using action research. The adoption of action research in this study is therefore predicated on this premise. As Kemmis and McTaggart (1988:10) stated, "..... to do action research is to plan, act observe and reflect more carefully, more systematically, and more rigorously than one usually does in everyday life, and to use the relationships between these moments in the process as a source of both improvement and knowledge". Since this inquiry is inductive, it will result in a model that will assist in guiding the development of communities. The sources of primary data will be unstructured interview and participant observation. The secondary data for this research will be taken from journals, books, official compilations, periodicals and websites. I am not anticipating any problem with secondary data as they are easy to access. The main disadvantage of using secondary data is that it may not be appropriate to certain research questions and objectives (Saunders, Lewis and Thornhill, 2005). This phenomenon is often a problem in research. As argued by Kervin (1999), secondary data that fail to provide you with the information that you need to answer your research questions or meet your objectives will result in invalid answers. In this study, the problem associated with the failure to align secondary data to research questions will be addressed through reliance on only secondary data that are directly relevant to this research (Jankowicz, 2005).

1.2 HISTORICAL PERSPECTIVE OF EGORO KINGDOM

Egoro Kingdom was originally called "Egholo" by the inhabitants and her neighbours. The change from Egholo to Egoro came at the advent of the White men who could not correctly pronounce Egholo. In like manner "Emede" was written by the white men as "Amede". Egoro Kingdom is situated on the north-east of Ekpoma as an independent clan within Okpebho Local Government Area. Egoro has five villages – Egoro-Eguare (Headquarters), Amede, Oraede, Ikhideu and Uwenbo. Egoro founders migrated from Benin. The founders came from Benin during the reign of the famous Oba Ewuare of Benin between 1440 and 1480. Owele a contemporary and friend of Uda of Ekpoma founded Egoro-Eguare. Ogban and Oriwuan who were companion of Owele crossed Ohiebhe stream and founded Oraede (i.e. across the river).

While Ebo who came from Iruekpen founded Uwenbo, Omonofua founded Ikhideu. From Amede (Emede) one Ekhaiteme (Aikhatuamen) a run away from justice founded Egoro-Na-Oka. Amede, the largest and the most powerful of all the villages was founded by Obiemen and his wife Orhuen. They had four sons, the first being Idogun. The others were Oniha, Ikido and Iyasele. These sons formed the four quarters in Amede (i.e. Ughe-Idogun, Ibhi-Oniha, Idimu-Iyasele and Ikido). As recorded by Egharevba (2005), at about 1473AD, after the death of Ewuare the great, his eldest surviving son, Ezoti was placed on the throne; he reigned for only fourteen days. During his coronation ceremony he was shot on the forehead with a poisoned arrow by a boy. After Ezoti's death, his brother, Prince Okpame, was sent to Esi to bring home Ezoti's only son and heir, Owere to be crowned as the oba. Owere and his mother were murdered/buried alive. Okpame reported to the elders that Prince Owere died from natural causes. When the truth was revealed, Okpame was banished from Benin. He migrated to Ora and founded Ozalla. In 1473, Olua, the second son of Oba Ewuare was crowned the Oba. After the death of Olua, a republican government was set up. It lasted for about three years. The Chiefs and people of Benin invited Prince Okpame, to return to Benin to occupy his ancestral throne and defend the kingdom against invaders. In 1481, he was crowned the Oba of Benin, with the title, Ozolua at Usama. There is a link between Ozalla and Amede. During the Ibhamen festival, at Ozalla, the Orhuen River at Amede will witness low tide. The development is

attributed to the visit of Orhuen to Ozalla to join her husband for the celebration of Ibhamen festival. On the last day of Ibhamen festival, there is usually rainfall at Amede. The rainfall is viewed by the people of Egoro-Amede as the return of Orhuen to Amede from Ozalla. As shown in my analysis, Amen is common in Okpamen, Ibhamen and Amede. There is therefore a nexus between Okpamen, the founder of Ozalla and Egoro-Amede. One may therefore conclude that Okpamen was the husband of Orhuen who migrated to Egoro-Amede in about 1481 AD. When Orhuen came to Amede, with the four sons, she was never accompanied by Obiemen. The completion of the settlement in Egoro Kingdom which includes Amede, which took place between 1463 and 1480 (Ebhodaghe, 1988, Ukhureigbe, 1989, Butcher, 1982), coincided with the return of Okpamen to Benin between 1480-1481. Obiemen was therefore a mere description of the returning of Okpamen to Benin by Orhuen. The statement by Orhuen that the husband has gone back to those who talk (obu e-nemen) was corrupted to Obiemen by Subsequent generations of Amede.

1.3 Towards Establishing the Link between Power and Politics

There is a relationship between power and politics. Leaders preserve their power through the use of politics, and followers attempt to gain power through politics (Eisenhardt and Bourgeois, 1988). Organizational political dynamics are characterized by a constant battle between actors in privileged and subordinated roles within power relationships (Clegg, 1975). As a result of access to resources, those who occupy a vantage position determine who gets what, when and how and who gets left out and how, through the instrumentality of political action (Bachrach and Baratz, 1970, Foucault, 1977).

Parsons (1960) noted correctly a collective aspect of power, whereby persons in co-operation can enhance their power. As stated by Clegg (1989), in an attempt to fulfil or maintain their situated interests, agents constantly struggle to enroll others into facilitating their projects. They achieve this by manipulating the available network of power and social relations. As argued by Long (1992), agents and agencies reified by others as holding power and possessing knowledge are able to enroll others into their projects more effectively than those imagined to be powerless and ignorant. To further the development of our community, the cultivation of the co-operation of other stakeholders is imperative; as it is difficult to clap with one hand. A powerless stakeholder may become powerful through co-operation with others. A powerless stakeholder today may not remain powerless forever. According to Hayward and Boeker, (1998) and Maitlis, (2004), the position of a stakeholder within a power base is not static in the power dynamics of an organization. Mitchell, Agle and Wood (1997) characterized stakeholders who lack power but who have urgent and legitimate claims as “dependent”, because they depend upon other stakeholders for the power necessary to carry out their will.

The act of alliance alone is inadequate in any power/political game. We must acquire the ability to activate collective organization and put up an effective resistance against outflanking. As stated by Gaventa (1980:87), “those who possess the organizational advantage will always succeed in overcoming those who lack organizational resources, by means of organizational outflanking.” Organizational outflanking finds expression in the ability to eliminate resistance with relative ease, to prevent any advance by means of organizational priority, as well as impose the order desirable to those doing the outflanking. Organizational outflanking creates an advantage in the power relations for the out flankers as opposed to the outflanked. Powerlessness in situation of organizational outflanking may be attributed to a lack of knowledge among the outflanked. To enable us overcome the present disadvantage, we must manage stakeholders effectively. The attainment of this goal is an enabler for activating collective action. In the next section, I will examine some vital elements in stakeholders’ management.

2.0 Stakeholder Management

There is not much disagreement on what kind of entity can be a stakeholder. Persons, groups, neighborhoods, organizations, institutions, societies, and even the natural environments are generally thought to qualify as actual or potential stakeholders (Mitchell, Agle and Wood, 1997). As shown on figure 1, Stakeholders are persons or groups that have a claim, ownership, right, or interest in a corporation and its activities, past, present, or future. Such claimed rights or interests are the result of transactions with, or actions taken by, the corporation, and may be legal or moral, individual or collective. Freeman (1984:46) definition of a stakeholder as “any group or individual who can affect or is affected by the achievement of the organization’s objective” is one of the broadcast definitions, for it leaves the notion of stakes and the fields of possible stakeholders unambiguously open to virtually include anyone.

Figure 1: Stake and Stakeholder



Source: Woodward, D.G, Edwards, D.G and Birkin, F (1996) “Organizational Legitimacy and Stakeholder Information Provision “ Journal of Management 7(4) 340.

As realities change, fresh perspectives for understanding and developing strategies are needed. Our community stakeholders constitute significant force affecting our kingdom. Today, organizational strategists must consider how to manage the stakeholders. (Savage, Nix, Whitehead and Blair, 1991). Let us adopt a more inclusive approach in the management of our stakeholders.

2.1 An Overview of Egoro Kingdom Stakeholder Typology

In this section, the attributes of stakeholders will be outlined with a view to establishing their salience. Salience is defined in Collins Dictionary of English language (1985:1287) as “prominent, conspicuous... projection”.

i. Latent Stakeholders

According to Mitchell, Agle and Wood (1997), with limited time, energy, and other resources to track stakeholder behaviour and to manage relationships, managers may well do nothing about stakeholders they believe possess only one of the identifying attributes, and managers may not even go so far as to recognize those stakeholders’ existence. Similarly, latent stakeholders are not likely to give any attention or acknowledgment to the firm. Hence: Stakeholder salience will be low where only one of the stakeholder attributes – power, legitimacy, and urgency – is perceived by managers to be present.

ii. Dormant stakeholders

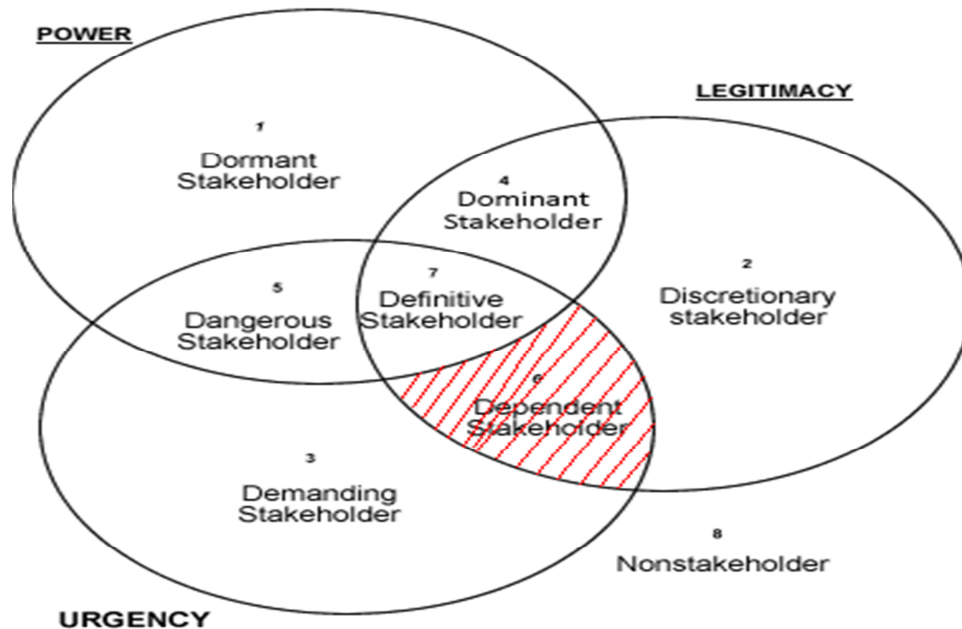
The relevant attribute of a dormant stakeholder is power. Dormant stakeholders possess power to impose their will on a firm, but by not having a legitimate relationship or an urgent claim, their power remains unused. However, because of their potential to acquire a second attribute, management should remain cognizant of such stakeholders, for the dynamic nature of the stakeholder will become more salient to managers if they acquire either urgency or legitimacy.

iii. Discretionary stakeholders

Discretionary stakeholders possess the attribute of legitimacy, but they have no power to influence the firm and no urgent claims. The key point regarding discretionary stakeholders is that, with absence of power and

urgent claims, there is absolutely no pressure on managers to engage in an active relationship with such a stakeholder, although managers may choose to do so.

Fig 2 Stakeholder Typology: One, Two or Three Attributes Present



Source: Mitchell, R.K, Agle, B.R and Wood, D.J (1997) “Toward a theory of Stakeholder Identification and Salience; Defining the Principle of Who and What really counts,” Academy of Management Review, 22(4), 874

iv. Demanding stakeholders

Where the sole relevant attribute of the stakeholder-manager relationship is urgency, the stakeholder is described as ‘demanding’. Demanding stakeholders are those with urgent claims but having neither power nor legitimacy. Where stakeholders are unable or unwilling to acquire either the power or the legitimacy necessary to move their claim into a more salient status, the ‘noise’ of urgency is insufficient to project a claim.

v. Expectant Stakeholders

As we consider the potential relationship between managers and the group of stakeholders with two of the three identifying stakeholder attributes, we observe a qualitatively different zone of salience. In analyzing the situations in which any two of the three attributes-power, legitimacy, and urgency- are present, we cannot help but notice the change in momentum that characterizes this condition. Whereas one-attribute low-salience stakeholders are anticipated to have a latent relationship with managers, two-attribute moderate-salience stakeholders are seen as ‘expecting something’, because the combination of two attributes leads the stakeholder to an active versus a passive stance, with a corresponding increase in firm responsiveness to the stakeholder’s interests. Thus, the level of engagement between managers and the expectant stakeholders is likely to be higher. Accordingly:

Stakeholder salience will be moderate where two of the stakeholder attributes-power, legitimacy and urgency- are perceived by managers to be present.

We describe the three expectant stakeholder classes (dominant, dependent, and dangerous) thus:

- a) **Dominant stakeholders.** In the situation where stakeholders are both powerful and legitimate, their influence in the firm is assured, since by possessing power with legitimacy, they form the ‘dominant coalition’ in the enterprise (Cyert & March, 1963). We characterize

these stakeholders as ‘dominant’, in deference to the legitimate claims (rather than as a forecast of their intentions with respect to the firm- they may or may not even choose to act on their claims). It seems clear to us, at least, that the expectations of any stakeholders perceived by managers to have power and legitimacy will ‘matter’ to managers. Thus, we might expect that dominant stakeholders will have some formal mechanism in place that acknowledges the importance of their relationship with the firm.

- b) **Dependent stakeholders.** Egoro kingdom is presently a dependent stakeholder. We characterize stakeholders who lack power but who have urgent and legitimate claims as ‘dependent’, because they depend upon others for the power necessary to carry out their will. Because power in this relationship is not reciprocal, its exercise is governed through the advocacy or guardianship of other stakeholders.
- c) **Dangerous stakeholders.** Where urgency and power characterize a stakeholder who lacks legitimacy, that stakeholder will be coercive and possibly violent, making the stakeholder ‘dangerous’ literally, to the firm. Examples of dangerous stakeholders using coercive tactics include religious or political terrorists using bombings, shootings or kidnappings to call attention to their claims. While the actions of these stakeholders are outside the bounds of legitimacy, the failure to identify and manage them would result in missed opportunities for mitigating the danger of their existence and lower the level of our preparedness, where no accommodation is possible (Mitchell, Agle and Wood, 1997).
- d) **Definitive Stakeholders.** Previously, we defined ‘salience’ as the degree to which managers give priority to competing stakeholder claims. Thus:

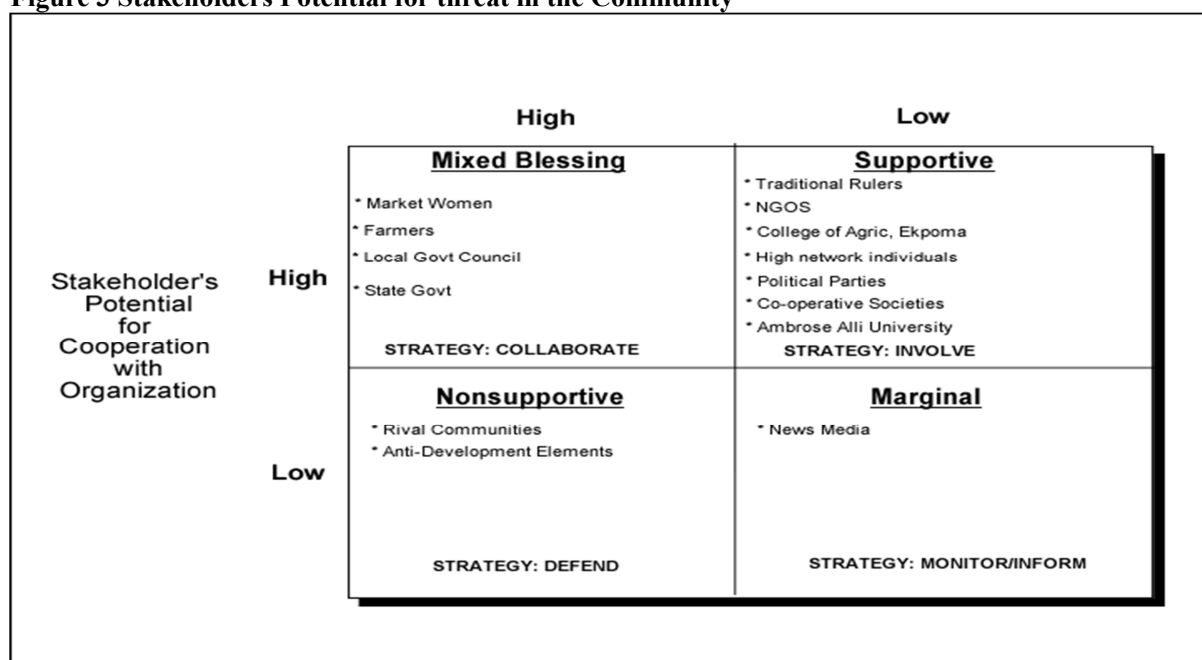
Stakeholder salience will be high where All three of the stakeholder attributes-power, legitimacy and urgency- are perceived by managers to be present.

By definition, stakeholder exhibiting both power and legitimacy already will be a member of a firm’s dominant coalition. When such a stakeholder’s claim is urgent, managers have a clear and immediate mandate to attend to and give priority to that stakeholder’s claim. The most common occurrence is likely to be the movement of a dominant stakeholder into the ‘definitive’ category.

Any expectant stakeholder can become a definitive stakeholder by acquiring the missing attribute. For example, the ‘dangerous’ African National Congress became a definitive stakeholder of South African Companies when it acquired legitimacy through winning free national elections.

In the next section, I will examine the strategies for managing stakeholders.

Figure 3 Stakeholders Potential for threat in the Community



Adapted from Savage G.T, Nix T.W, Whitehead, C.J and Blair, D (1991) “Strategies for assessing and managing organizational stakeholders”, Academy of Management Executive, 5 (2)

3.1.1 The Mixed Blessing Stakeholder

As shown on Figure 3, the farmers, market women, Federal government, state government, local government as mixed blessing stakeholders play a major role in our community. The stakeholders potential to threaten or co-operate with us are equally high.

3.1.2 STRATEGY

Collaborate with the Mixed blessing stakeholder. The mixed blessing stakeholder is high on both the dimensions of potential threat and potential for co-operation, may best be managed through collaboration. If the community maximizes the stakeholders co-operation, potentially threatening stakeholders will find it more difficult to oppose the community.

3.1.3 The Supportive Stakeholder

The ideal stakeholder supports the community’s goals and actions. Such a stakeholder is low on potential for threat but high on potential for co-operation.

3.2.1 STRATEGY

Involve the supportive stakeholder. By involving supportive stakeholders in relevant issues the community can maximally encourage co-operative potential.

3.3.1 The Non Supportive Stakeholders

Stakeholders high on potential for threat but low on potential for co-operation are the most distressing for any organization.

3.3.2 STRATEGY

Defend against the Non-Supportive stakeholders. Non-Supportive stakeholders are best managed using a defensive strategy. The defensive strategy tries to reduce the dependence that forms the basis for the stakeholder’s interest in the organization. Although this strategy may be necessary initially, the leadership should always try to find ways to change the status of the stakeholders that are non-supportive (Rival communities, competing for scarce resources, Anti-Development elements) to support stakeholders.

3.4.1 The Marginal Stakeholder

Marginal Stakeholders are neither highly threatening nor especially co-operative. Although they potentially have a stake in the community and its decisions, they are generally not concerned about most issues.

3.4.2 STRATEGY

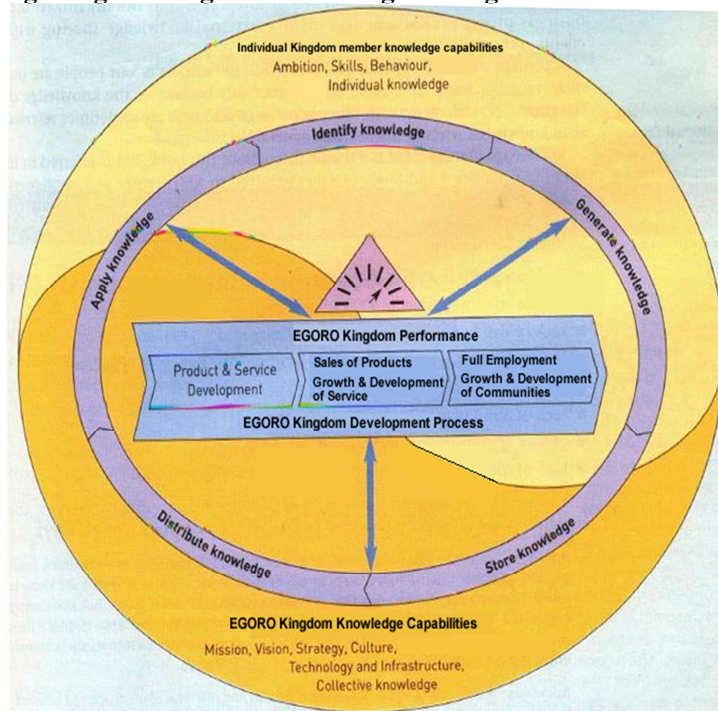
Monitor the Marginal Stakeholder. Monitoring helps manage Marginal Stakeholders whose potential for both threat and co-operation is low. By recognizing that these stakeholders interest are narrow and issue specific, the leadership can minimize expenditure of resources on them.

To enable us achieve a better insight into the options facing us in growth and development, an understanding of knowledge management is very important. In the next section, knowledge management will attract attention.

4.0 Knowledge Management

Knowledge management is the capabilities by which communities within an organization capture the knowledge that is critical to them, constantly improve it and make it available in the most effective manner to those people who need it, so that they can exploit it creatively in adding value to their work (Graffey & Wood :2005).

Fig 4: Egoro Kingdom Knowledge Management Framework



Adapted from: Hesig, P and Iske, P (eds) (2003) European Knowledge Management Framework In Chaffey, D and Wood, S (2005) Business Information Management: Improving Performance Using Information Systems, Edinburg Gate: Prentice Hall, P. 37

As shown on Fig 4, within the context of Egoro Kingdom Knowledge capabilities and individual kingdom member knowledge capabilities, the identification of knowledge, generation of knowledge storing of knowledge and application of knowledge will culminate in the development of products and services, sales of products/growth and development of services and full employment/growth and development.

4.1. Fundamental Elements of Knowledge Management

- i. **Identify knowledge:** Establish the knowledge required to perform a task from the knowledge you have.
- ii. **Generate knowledge:** Create new knowledge through learning by doing, new knowledge about products and services. Innovation is vital to the process
- iii. **Store knowledge:** These assets may be stored in documents or data base or memorized as tacit knowledge.
- iv. **Share knowledge:** Distribution of knowledge to the right people at the right time
- v. **Use knowledge:** Applying what we know in the business process.
- vi. **Alignment of Individual and organizational capabilities:** Making sure the people have the right mix of capabilities to use the core knowledge processes successfully in their business processes and that the community develops an environment to encourage this.

4.2 Problems of Knowledge Management

- i. Emphasizing knowledge stock to the detriment of knowledge flow
- ii. Viewing knowledge as existing outside the heads of individuals
- iii. Not understanding that a fundamental intermediate purpose of managing knowledge is to create shared context
- iv. Paying little attention to the impact of tacit knowledge.

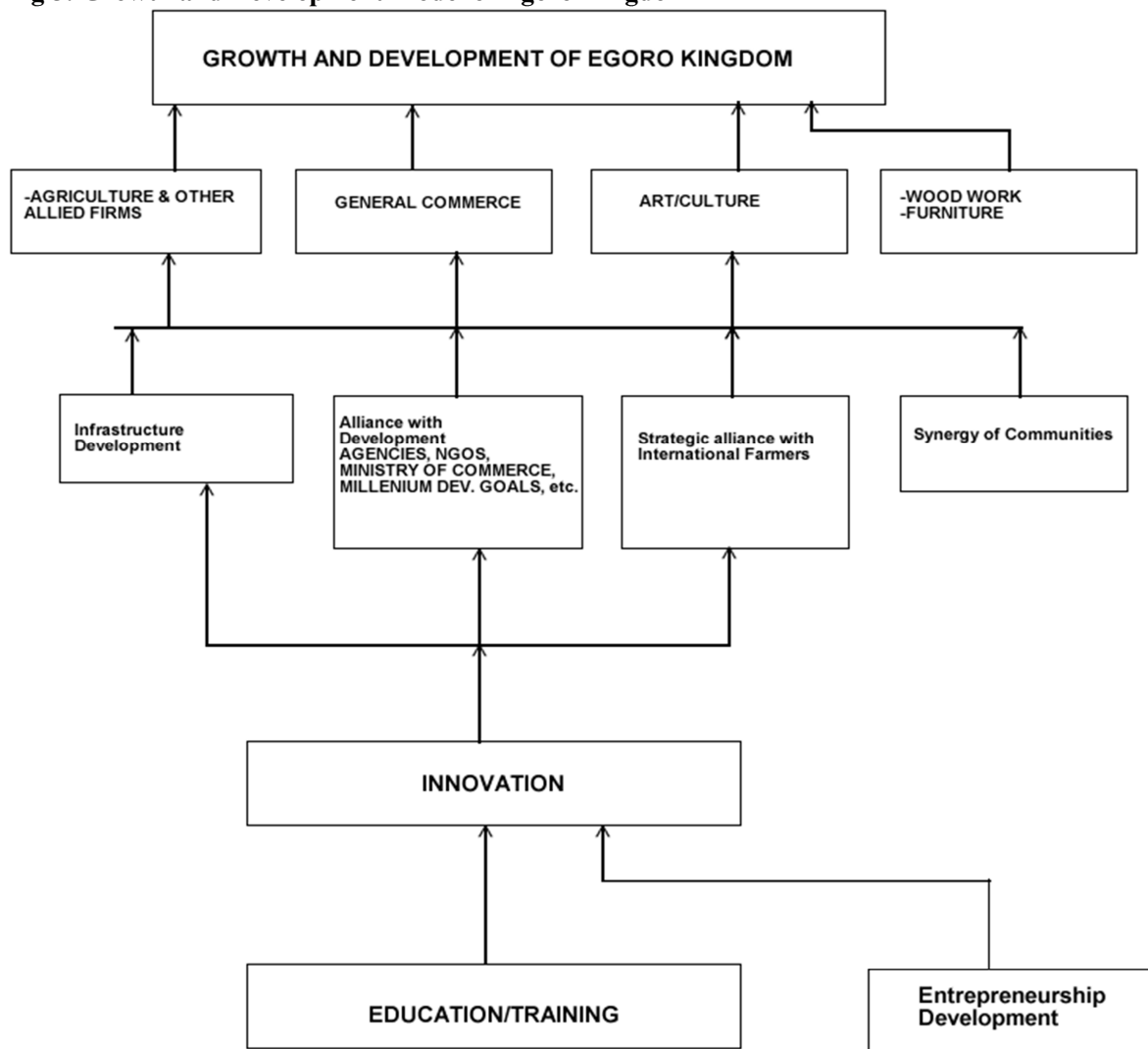
- v. Downplaying thinking and reasoning
- vi. Focusing on the past and the present and not the future
- vii. Failure to recognize the importance of experimentation

Our understanding of knowledge management will assist in the management of stakeholders. In the next section, I will examine the key imperatives for growth and development and the development options facing Egoro Kingdom.

5.0 Towards the Development of Growth and Development Model

The attainment of sustainable competitive/comparative advantage is no longer predicated on endowment of resources. Innovative capacity is now the fulcrum upon which sustainable competitive/comparative advantage is posited. This will only happen if the intellectual capacity of our community constituent is revamped. (See Fig. 5).

Fig 5: Growth and Development Model of Egoro Kingdom



5.1 Educational Training

Education and training are recognized as the key to human social and economic development. To fast track the delivery of the dividend of education and training to Egoro kingdom, the institution of local and international scholarship in organizational development, Agriculture, technical education, engineering, medicine, nursing etc. is vital. Such investment in people will assist in breeding high income professionals and hence improvement in the standard of living.

5.1.2 Entrepreneurship Development

Entrepreneurship development will encourage people to pursue the possibility of starting their own venture. At a time when the world is reeling under the effects of global economic slowdown, entrepreneurship is the need of the hour-and the driving force of the economy. Many countries have been able to tone down the disastrous effects of the recent economic recession due to the presence of a large number of small to medium scale entrepreneurs. Hence governments are encouraging the growth of businesses as they provide a source of income to the entrepreneur without placing a burden on the economic resources of the country. At the same time, it generates employment for many. This factor is responsible for why entrepreneurship development is strongly encouraged and aided.

The pursuit of entrepreneurship by the youth will bring positive and dramatic changes not only to the economy at large, but also to themselves as well. Through entrepreneurship development, we should aim to encourage the citizens of tomorrow into creatively thinking of ideas that could change the way the world lives tomorrow. We should bring light to the various factors that affect the nature of entrepreneurship, and also provide an avenue to hone their entrepreneurship skills and to set the people of Egoro Kingdom thinking in the exciting and focused path of entrepreneurship.

5.1.3 Development of Infrastructure

As shown on Fig 5, to address the present challenge of unemployment in the kingdom, we must work towards developing and upgrading the existing facilities within the health, education and transportation sector. The deplorable state of roads should attract attention. The developmental effort must recognize our core resources and core competences.

6.0 Development Options for our Kingdom

6.1 Commercial Agriculture

With regard to Agriculture, there should be a focus on the sectors where we enjoy the highest competitive advantage. For example, rice, palm oil and cassava cultivation. To achieve the optimum in the identified areas, backward/forward integration is imperative. Towards this end, all sectors of the economy that depends on agricultural products should be identified.

While backward integration is important, in the long run, we should work towards forward integration. The measure is expected to assist in achieving a shift from primary production to secondary production. To achieve the objective of mechanized farming strategic alliance or joint venture arrangement with relevant international organizations from Asia, etc. should be explored.

6.2 Small Scale Farming

To achieve the goal of small scale farming, government assistance to the people is necessary. However, since the government has no core competence in agriculture finance, it should not be involved in the direct disbursement of funds for Agriculture. The role of fund disbursement is better performed by Banks with track records in Agriculture Finance.

6.3 Development of General Commerce

Micro credit arrangement to co-operatives, farmers and market women will enhance our quest towards alleviating poverty. Let us work with Micro finance banks and development agencies with a view to attaining this goal. In the long run, the community must work towards the establishment of a micro finance bank.

7.0 Summary of Major Research Findings:

- i. There is a nexus between knowledge management, stakeholders' management, politics/power and community growth and development.
- ii. To further the growth and development of any community, knowledge management is vital in the identification of key imperatives for growth and development.
- iii. Politics/power is a vital governor of community growth and development as it is a driver of allocation of resources that are necessary for growth and development.

- iv. To activate its growth and development, the co-operation of other stakeholder must be cultivated.
- v. The attainment of sustainable community growth and development is no longer predicated on endowment of natural resources alone.
- vii. Innovative capacity is now the fulcrum upon which sustainable community growth and development is predicated.
- viii. To enhance the innovative capacity of communities, education/training must be revamped. The development and empowerment of individuals in the community through education/training and poverty alleviation will enable community growth and development schemes.

8.0 Discussion/Conclusion

In this study, I found a relationship between knowledge management, stakeholders' management, politics/power and growth and development. The growth and development of any community is no longer dependent on monetary variables alone. There is a nexus between knowledge management, stakeholders' management, politics/power and community growth and development. While Knowledge management will assist in identifying the key imperatives for growth and development, increased stakeholders management intelligence, will assist in cultivating the co-operation of others. The attainment of sustainable community development is no longer predicated on endowment of natural resources. Innovative capacity is now the fulcrum upon which sustainable development is predicated. To enhance innovative capacity, education and training must be revamped. Since the entire constituents of a community are a sum of its parts; the development and empowerment of individuals through education, training and poverty alleviation schemes will enable sustainable community growth and development.

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