IDEOLOGICAL PROFILES OF ARCHITECTURE FIRMS IN NORTH CENTRAL NIGERIA

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ABSTRACT

Ideology in architectural practice consists of architectural ideologies or the ideas that drive the styles and designs and the corporate ideology or the shared belief of the principal architects that guide the running of the architectural firm. Corporate ideologies play a significant role in strategy formulation, as an organisations' core ideology is essentially the 'glue' that holds the organisation together. Studies have also shown that ideology has an effect on the firms' management structure. Ideologies can also illuminate the core values of an organisation. Studies assert that core values are important tools of measurement when determining if organisational approaches are viable. Firm ideology as a component of firm culture is, by implication a critical factor for determining viability of the firm. The objectives include identifying the prevalent ideologies in architectural firms in North Central Nigeria, relating the ideologies to viable and sustainable architectural practice in Nigeria. The sample was derived from firms in the Architects Registration Council of Nigeria (ARCON) Register, purposively selecting cities where architectural firms were most concentrated in North Central Nigeria. The principal survey instrument was a structured questionnaire, and a total of one hundred and two (102) questionnaires were collated and analysed. Data from the questionnaires were also analysed using Pearson's product-moment correlation coefficient, and regression analysis. Results of the study revealed most firms intuitively operated with architectural practice ideologies which significantly enhanced viability. These findings have created awareness that while Nigerian architecture practice does not show commitment to ideology, ideologies exist.

Keywords:
Architectural Firms, Corporate Ideologies, Design Philosophy, Practice Ideology

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INTRODUCTION

The present study investigates ideologies as a vital factor for enhancing the viability in architectural practice. The regulatory and professional bodies responsible for the practice of architecture globally are beginning to address the issues emanating from these initial findings (Framework Partners Incorporated (FPI), 2011; Reinmuth, 2011; Robinson, 2012; Colander, 2013). Various indices determine the state of the practice and business viability globally and on the local scene. National Council for Architects Regulatory Boards (NCARB) and the American Institute of Architects (AIA) in the United States conduct yearly studies, providing statistics on student enrolment, architectural education, and membership, nature of projects and volume of income generated. The Royal Institute of British Architects (RIBA) produces a monthly benchmark report based on chartered firms. In Nigeria, architectural practice surveys are yet to materialise. Consequently, the reason why Nigerian architecture firms practice or adopt particular operational policies or ideologies is not established. Against this background, study examines the organisational structure of architecture firms and the underlying ideological perspectives. This is imperative as the study identified the lack of knowledge on the role of ideology (culture) in the viability of architecture firms. With the lack of defined viability and sustainability patterns, there is also a lack of the business ideologies required to ensure architectural firms achieve viability and sustainability. The aim of the study is the application of architectural ideologies to enhance firms' viability and sustainability in architectural practice. The objectives of the study were to identify the prevalent ideologies in architectural firms in North Central Nigeria and to relate firm ideologies to practice viabilities and sustainability. The research posed two hypotheses in order to establish a relationship between enhanced viability in practice and architectural ideology to develop minimum benchmarks for optimal practice.

Hypothesis One:
    Ho   There are no significant ideologies in the practice of architecture in Nigeria.
    H_1 There are significant ideologies in the practice of architecture in Nigeria.
Hypothesis Two:
    Ho   There is no significant relationship between ideologies and enhanced viability in sustainable architectural practice.

H₁   There is a significant relationship between ideologies and enhanced viability in sustainable architectural practice.

LITERATURE REVIEW

Fisher (2011) suggests that apart from architectural theory; there is a developing interest for design among professional philosophers. For architects, approaching ideology in architectural projects represents a new and challenging intellectual frontier, for several reasons. Fisher states that ideological reasoning is often perceived as esoteric, as it tends towards the technical side of things and therefore unavailable to all but fervent devotees. Fisher implies that the applications of philosophy and ideologies had not been adequately utilised in either the theory or practice of architecture. He raises the question of what defines architecture in terms of practice and product and answers by suggesting a philosophical approach to architecture. A philosophical approach must offer, at an early stage, at least some tentative suggestion as to what architecture is, for several reasons.

Fisher postulates the philosophical approach is fundamental to establishing a position for interpretation of philosophy or ideology. By contrast, philosophers working in the European "continental" tradition are recognised for insights into such subjects' experiential architecture and the social ramifications of architectural practice' (Fisher, 2011). Moreover, the perceptions of a theory of architecture may have arisen in that 'real word of architecture' (Collins, 1971; Donougho, 1987; Fisher, 2011). Traditional perspectives on architectural criticism: Stylistic frameworks, formalism, and socio-political analysis, therefore, come under deep suspicion from a variety of philosophical perspectives (Collins, 1971; Donougho, 1987; Fisher, 2011).

Though available literature suggests that traditional approaches to architectural criticism are at variance, they nevertheless can be helpful when examining stylistic frameworks and other form related aspects of criticism. The traditional approaches can also help shed light on socio-political aspects of architectural practice (Collins, 1971; Donougho, 1987; Fisher, 2011). These aspects would include the organisational frameworks, hierarchies, patters and structure and the organisational culture. Moreover, the perceptions of a theory of architecture may have arisen in that 'real word of architecture' (Collins, 1971; Donougho, 1987;

Fisher, 2011). Traditional perspectives on architectural criticism: Stylistic frameworks, formalism, and socio-political analysis, therefore, come under deep suspicion from a variety of philosophical perspectives (Collins, 1971; Donougho, 1987; Fisher, 2011).

Four decades ago, Collins (1971) proposed that architectural analysis and criticism might be fruitfully modelled on the case-study approach. Case study approach was best known in law and elements of the social sciences, and currently a staple of systems analysis and management studies. Collins' view began with the suggestion that each architectural work is individual, not designed in accordance with particular principles. Collins also suggested that design neither depends on previous works nor determine future works in any essential or fixed fashion. The features of any given work exemplify the salient particular consequences of and guideposts to greater, abstract principles. Thus, an understanding of architectural principles is built, just by gleaning the lessons of past works. The lessons learnt will shape future designs through precedence and innovation (Collins, 1971; Donougho, 1987; Fisher, 2011). Thus, relating the role of ideology in architectural practice and by extension practice viability begins by determining the place of ideology in architecture movements. This can be achieved through a critical evaluation or classification of architectural movements of the periods using architectural criticism.

Approaches to Classification of Ideologies of Modern Architecture in Nigeria

There cannot be one single model of classification of philosophies of Modern Architecture in Nigeria. Nigerian Architecture is evolving with a wide gap between vernacular architecture and today's contemporary styles. A Critical regionalism approach in conjunction with Tafuri's approach would be useful in examining architectural ideologies as enhancements for viable practice. A structuralism approach, rather than a post –structuralism approach would be more appropriate due to the veering away from regionalism into modernism as indicated in Figure1.
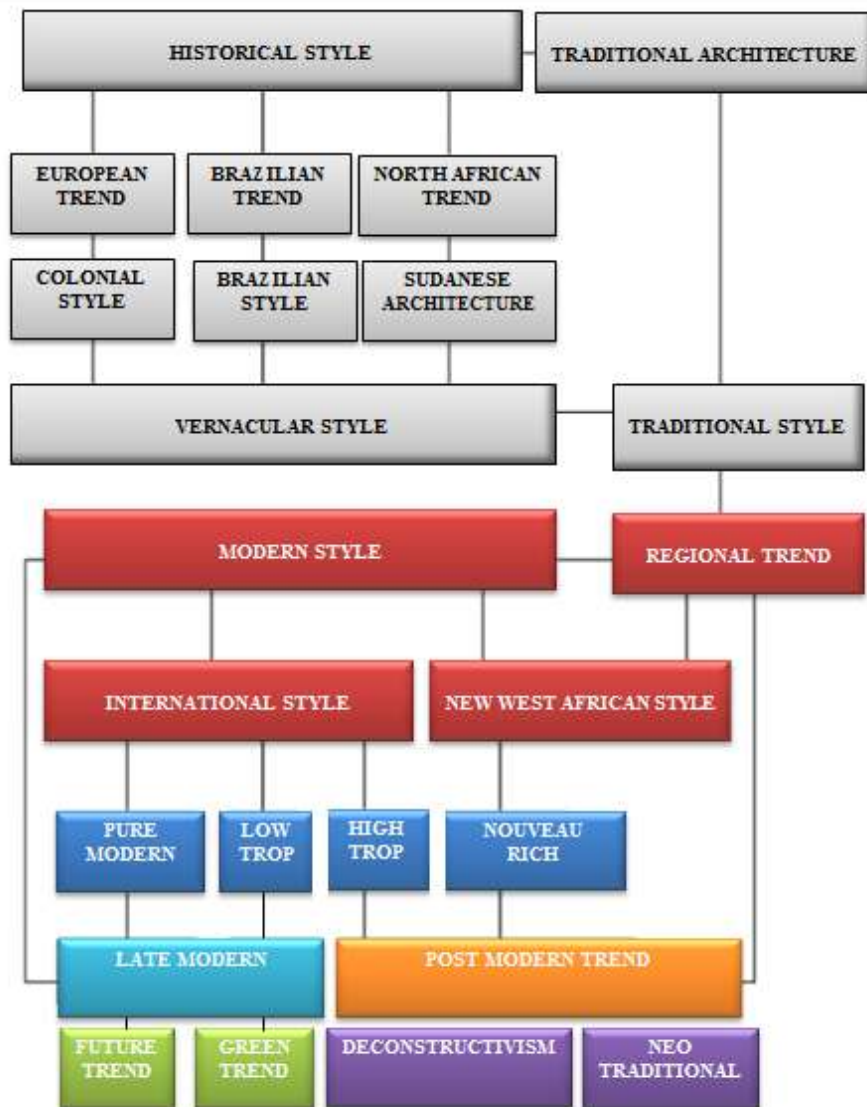
Figure 1: Evolution of Nigerian Architecture
Source: Ola-Adisa (2016)

Empirical Studies on Ideological Perspectives

There have been several approaches to ideology empirically. Goll and Sambharya (1995) for instance examined the effect of diversification strategies in tandem with corporate ideology on firm performance in large, manufacturing firms in United States of Americas. The results of this study support existing literature suggesting a fit between ideology and strategy. The combined interaction between diversification strategies and ideology exerts a start significant effect in enhancing firm viability.

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The relevance of ideology in the study of culture and institutions has been highlighted by scholars from different disciplines (Alverson, 1986; Denzau& North, 1994; Van Dijk, 1998). Shrivastava's landmark study (1986) demonstrated the ideological aspects of strategic management. Viewing organizational strategy as praxis, the study examined ways of reducing the negative impacts of ideology on decision making (Shrivastava, 1986).

Empirical studies project ideologies as patterns or frameworks of ideas which possess far-reaching impacts on societies and societal institutions at different inter-related levels of analysis (Cheal, 1979; Schmid, 1981, and Van Dijk, 1998). Ghoshal's (2005) study on the relationship between management and marketing philosophies reveals the relevance of ideology to theory which supports available literature (Fisher, 2011). He also supports the position of literature that ideologies play a significant role in firm philosophies (Nowotny, 1964; Brown, 1999) and its influence on business education (Ghoshal, 2005).

Empirical studies have demonstrated role that ideology has played on various levels. On a large scale, ideology has shed light on understanding capitalism, for instance and the underlying thoughts that build institutions. The institutions in turn create an enabling environment for firms to operate, influence the operating procedures of such firms (Matten & Moon, 2008; Thérien, 2012).

Architecture profession is the most centrally-placed design related vocation, requiring several years of educational and practical investment. Studies also suggest that women in design and construction related profession are relegated to the background for limited positions of employment and advancement. A strong reason for their poor or non-employability is due to employer ideologies about gender roles characteristic to female architects in the study area. Consequentially, several myths about hiring and promoting women in competitive professions like architecture originate making it difficult for them to enhance the impressions about their employability. Available literature suggests that cultural systems (as manifested in beliefs, ideology, and myths) exert a powerful influence and enhance organizational outcomes, including recruiting and management of manpower (Lister, 2014). Ideology is an important variable by which organizational strategies affect organizational performance. Studies support the notion that ideologies

influence decision making, pro-social values that improve employee-customer concern and organic hierarchical policies which encourage firms to be adaptive, flexible and responsive (Goll*et al.*, 2001). An empirical study examining the role of ideology in the employability of female architect in North Central reveals the need for female architects to improve on their thinking, self-management and numeracy skills along with understanding their practice ideologies in order to remain relevant in the profession. The role of Higher Instructions of Learning cannot be understated: employers do not know the capacity of fresh graduates but their employability skills are revealed in the signs sent by their level of education which enable employers identify individuals best suited for employment (Enwerekowe & Ola-Adisa, 2015). The results suggest that the role of ideology in employability has strong links to the employer's decision making and by extension leadership style. Studies have also established a strong link between ideology and decision making (Chen, 2006).

METHODOLOGY

This involves an online survey website to make the questionnaire more readily available to respondents in the six states in the North Central Zone and the Federal Capital Territory. The collection was undertaken electronically and captured using the online survey software. 102 valid questionnaires were subsequently analyzed by means of the Statistical Package for Social Scientists (SPSS version 17).Questionnaires were administered and analysed to determine the role of ideology in enhancing viability in architecture firms and test the hypotheses postulated. The statistical analyses used in the study reflected the aim and specific objectives of the study and data obtained from the survey. A five-point Likert scale was used to analyse and align various factors. Number values were assigned to measure and examine the factors on the practical attitudinal scale utilised by the study. The numbers values featured on an attribute scale (Five points to examine financial profile of firms and two points for yes and no questions). The study duly recorded the frequency of the occurrence of each factor. The study approach was to count all five or two points (respectively) entirely where applicable, and count overlapping elements and distribute accordingly.

The data generated in the research were tabulated and analysed using percentages. Data were also analysed using frequencies, cross tabulations, the coefficient of correlation (Pearson's product-moment

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correlation coefficient), and Multiple regression analysis. The non-parametric chi-square test for goodness-of-fit uses frequency data from the sample to test Hypothesis One: There are no significant ideologies in the practice of architecture in Nigeria. To test Hypothesis One, Chi-Square analysis was adopted by the researcher. This is because the existence and extent of application of ideologies for the practice of architecture in Nigeria could be subjective. As such, chi-square is considered appropriate for this test.

The t-Test was used in this study to compare the means of a continuous variable into samples in order to determine whether or not the difference between the two expected means exceed the difference that would be expected by chance The t test methodology was used in order to review the consistency of the two independent variables (ideology and architectural practice).

Correlation was used to study magnitude of the association and the functional relationship between viability (dependent variable) and ideology and architectural practice (independent variables). As the study examines the relationships between multiple variables, the use of correlation analysis would be relevant to this study. The Pearson Product Moment Correlation Coefficient evaluates the strength of the relationship between two variables (X and Y). It calculates a coefficient r (where $-1 \leq r \leq 1$), thus it can be positive or negative. A positive relationship suggests that one of the variables increases as the other increases. The reverse is the case if the coefficient turns out to be negative

RESULTS

Results are presented in Tables 2 to 8. Figures 2 to 8 also outline the data from samples analysed using frequencies

Characteristics of Architecture Firms in Study Area

Of the 102 firms polled in the study, Figure 2 shows majority (66.3%) of the sampled firms are in Abuja. The least are for firms in Karu, Lafia and Lokoja (1.1% each). Figure 3 shows firms with one to three architects constitute 50%. Firms with 4 to 10 architects constitute 40.2 %; firms with 11 to 20 architects represent 8.9 %, while firms with over 20 architects represent 0.9 %. Majority of the firms (57.1%) were 4 to 10 years old,

12.8 % were 1 to 3 years old, 17.0% were 11-20 years old and 19.2% were over twenty years old (Figure 4).
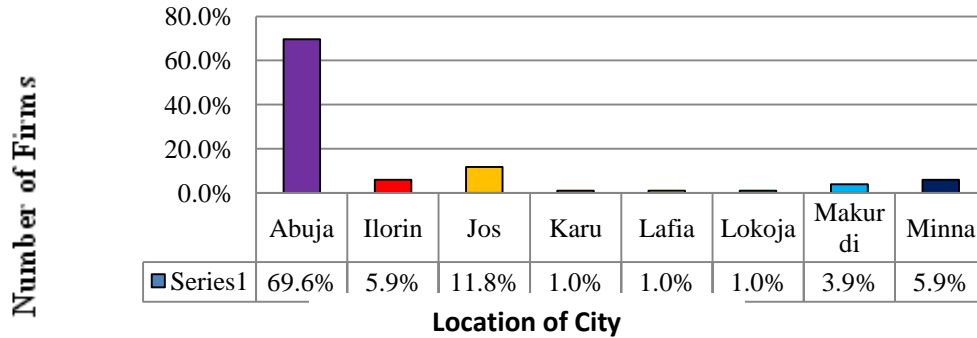

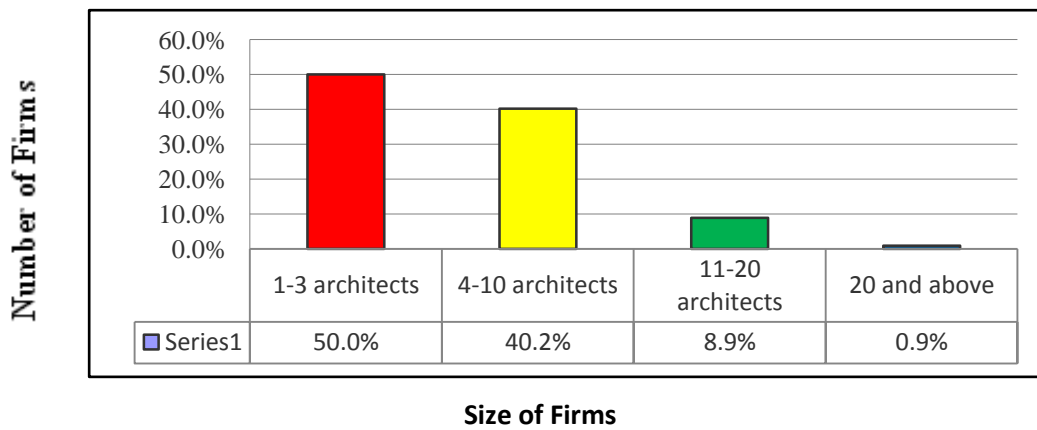**Figure 1: Location of Sampled Architecture Firm**

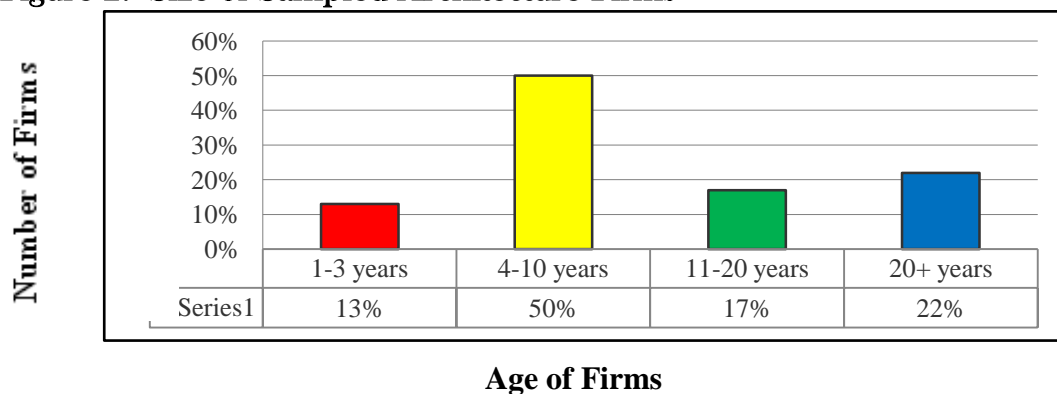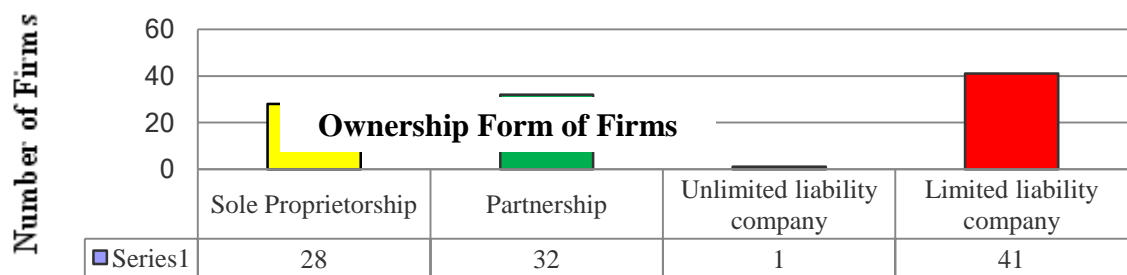**Figure 2: Size of Sampled Architecture Firms**

Figure 3: Age of Sampled Architecture Firms

## Prevalent ideologies in architectural firms in North Central Nigeria

Ideologies are not formally expressed in most architectural firms sampled. However, the uses of corporate ideologies are found in the types of firm ownership and practice ideologies (management types). Sole proprietorship represents 27.6 % of firm ownership (Figure 5)

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partnership p 31.9 %, Limited Liability Company 27.6 % and Unlimited Liability Company, 0.9%. The Design and Build (D & B) is the largest group (35 %) of practice ideologies (management types) (Figure 6). Group Practice represents 20 %; multidisciplinary firm represents 29 %, while conventional architectural practice represents 16 %. Most of the respondents when asked identified firms, design philosophy, and architectural practice ideology, while design styles were not critically identified by sampled firms (Figure 7).


	Sole Proprietorship	Partnership	Unlimited liability company	Limited liability company
Series1	28	32	1	41

Ownership form of Firms

Figure 2: Ownership Form of Sampled Architecture Firms

Number of Firms	An architectural practice	A group practice	Design and build (D&B)	A multidisciplinary firm
Series1	16	20	36	30
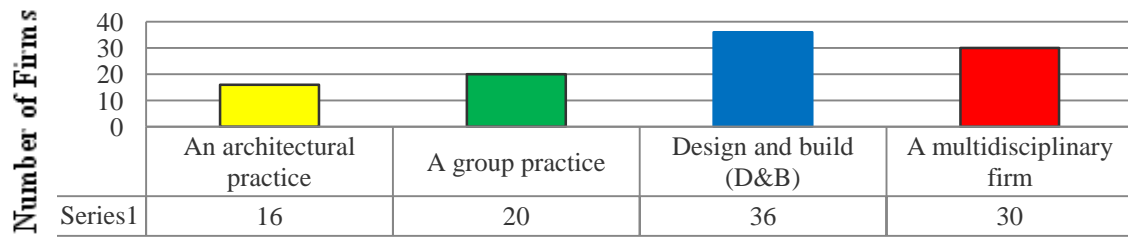
Practice Ideology (Management Type) of Firms

Figure 3: Practice Ideology (Management Type) of Sampled

Number of Firms	Firm Design Philosophy	Firm Design Style	Firm Architectural Practice Ideology
■ Yes	85	54	83
■ No	17	48	19
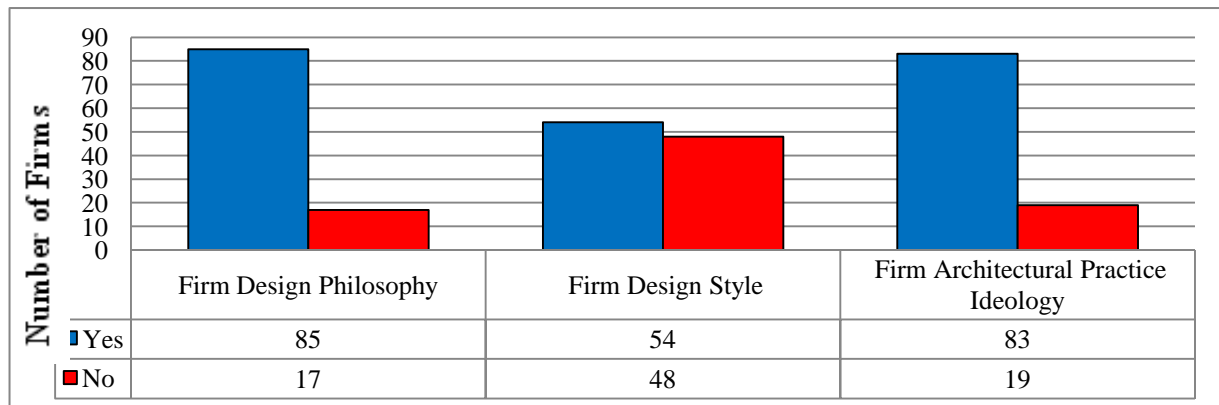
Architecture Firms

Figure 4: Ideological profiles of Sampled Architecture Firms

Hypothesis One states there are no significant ideologies in the practice of architecture in Nigeria. The hypothesis was tested using Chi Square goodness of fit analysis as presented in Tables 1 and 2. To test the hypothesis, Chi-Square analysis was adopted by the researcher. This is because the existence and extent of application of ideologies for the practice of architectural practice in Nigeria could be subjective when sampling opinion of practitioners or experts on the field. As such, Chi-Square is considered appropriate for this test. Using the Observed frequency distribution in Table 1, the frequencies expected were calculated for the distribution using the SPSS Version 17 software.

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Table 1: Observed Distribution for Hypothesis One

Categories		Observed Frequency	
		Yes	No
Question 5:	Architectural practice	22	80
	Group practice	17	85
	Design & Build (D & B)	32	70
	Multidisciplinary firm	41	61
Question 17:	Firm Design Philosophy	85	17
	Firm Design Style	54	48
	Firm Practice Ideology	83	19

Table 2a: Chi Square Frequencies Cross tabulation

			Frequencies		
			Yes	No	Total
Categories	Architectural practice	Count	22	80	102
		Expected Count	47.7	54.3	102.0
	Group Practice	Count	17	85	102
		Expected Count	47.7	54.3	102.0
	Design & Build	Count	32	70	102
		Expected Count	47.7	54.3	102.0
	Multidisciplinary firm	Count	41	61	102
		Expected Count	47.7	54.3	102.0
	Firm Design Philosophy	Count	85	17	102
		Expected Count	47.7	54.3	102.0
	Firm Design Style	Count	54	48	102
		Expected Count	47.7	54.3	102.0
	Firm Practice ideology	Count	83	19	102
		Expected Count	47.7	54.3	102.0
Total		Count	334	380	714
		Expected Count	334.0	380.0	714.0

Table 2b: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	180.019a	6	.000
Likelihood Ratio	193.175	6	.000
Linear-by-Linear Association	134.966	1	.000
N of Valid Cases	714		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 47.71.

Firm Ideologies and Practice Viabilities and Sustainability

Results are presented in Tables 3 to 5 and Figure 8. The relationship between identified firm ideologies and practice viabilities and sustainability were tested using Hypothesis Two viz there is no significant

relationship between ideologies and enhanced viability in sustainable architectural practice.

A Pearson product-moment correlation explored the relationship between Architectural Ideologies and Viability in Practice. A scatter plot (Figure 8) showed a positive linear correlation. The correlation analysis was found to be statistically significant, *0.735, p* $<$ .01, indicating a strong positive relationship. A Reliability Test performed using Cronbach's alpha, (.805) was statistically significant. A Normality Test using Shapiro - Wilk was also significant, establishing normal distribution of the variables. The null hypothesis was therefore rejected. In carrying out the test, the researcher made the following assumptions from available literature; Architectural Ideologies consist of Firm Design philosophy, Firm Design style and Firm Practice ideology.
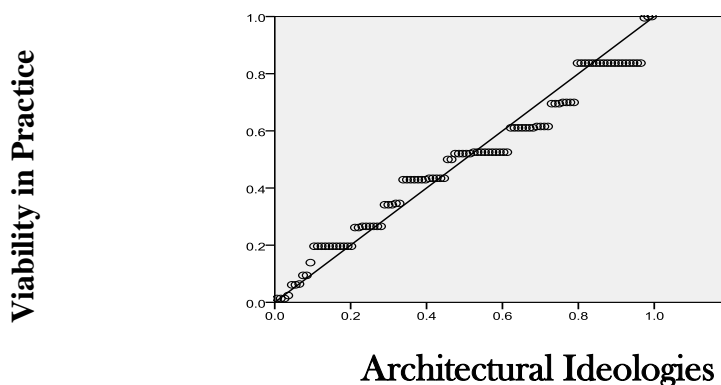

Architectural Ideologies

Figure 5:   Normal P-P Plot of Correlation between Architectural Ideology and Viability in Sustainable Architectural Practice

Table 3:   Inter-Item Correlation Matrix Between Architectural Ideologies and Viability in Practice

Item	1.	2.	3.	4
1. Viability in practice	1.000	.823**	.780**	.856**
2. Firm's design philosophy		1.000	.550**	.949
3. Firm's design style			1.000	.644**
4. Firm's Architectural Practice Ideology				1.000

**. Correlation is significant at the 0.01 level (2-tailed).Correlation (R): $0.5 \leq R \leq 1$ = Strong correlation/association
Correlation (R): R < 0.5 = Weak correlationThis indicates strong correlation between architectural ideologies and viability in practice.

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Table 4: ANOVA[b] for Hypothesis Two[a]

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	17690.279	4	4422.570	357.122	.000[a]
Residual	1523.221	123	12.384		
Total	19213.500	127			

a. Predictors: (Constant), Firm's design style, Firm's design philosophy, Firm's Architectural Practice Ideology

b. Dependent Variable: Viability in practice

Table 5: Inter-Item Correlation Matrix Between Ideology and Viability in Practice

Item	Pearson's Correlation										
	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.
1. Viability in Practice	1.000	.944**	.926*	.948**	.932**	.930*	.966**	.964**	.937**	.937**	.937**
2. Ability to obtain new business and deliver it profitably.		1.000	.923*	.902**	.887**	.928*	.877**	.876*	.958**	.958**	.958**
3. Steady growth and stream of work, assets, and cash flow.			1.000	.884**	.880**	.983*	.834**	.846**	.964**	.964**	.964**
4. Appropriate lengths of time for ownership/transition				1.000	.975**	.888*	.914**	.917**	.893**	.893**	.893**
5. Depth of key staff, and next generation of owners in place.					1.000	.889*	.904**	.901**	.883**	.883**	.883**

	6	7	8	9	10	11
6. Amount and quality of intellectual capital.	1.000	.845**	.860**	.965**	.965**	.965**
7. Market Value		1.000	.965**	.854**	.854**	.854**
8. Debt profile if any			1.000	.863**	.863**	.863**
9. Organisational Ethics***		.		1.000	863**	863**
10. Business Strategies ***					1.000	863**
11. Attitude in the work place***						1.000

**. Correlation is significant at the 0.01 level (2-tailed).Correlation (R): 0.5 ≤ R ≤ 1 = Strong correlation/association
Correlation (R): R < 0.5 = Weak correlation ** Components of Corporate Ideology
This indicates strong positive correlation between ideologies and viability in practice and they are all significant

DISCUSSION

Results showed that most of the firms sampled are located in Abuja. Previous editions of the ARCON Register revealed that several of these firms, relocated from other areas in the North Central Zone to Abuja as an organisational survival strategy. Some of the firms listed in Ilorin, Jos, and Makurdi, were found to have relocated to Abuja, but were yet to update their records with the ARCON Register. Reasons for relocation varied from economic reasons (Ilorin and Makurdi) to security challenges (Jos). Results also showed that small firms with one to three architects constituted 50% of firms sampled. The result is consistent with Oluwatayo (2009), that indicated that the average Nigerian firm is young and small sized.

Prevalent Ideologies in Architectural Firms in North Central Nigeria

The first objective of the study was to identify the prevalent ideologies in architectural firms in North Central Nigeria. The results revealed that Architectural ideologies while not formally expressed exist in several

classifications. Types of firm ownership and management styles for instance are guided by corporate ideology. Results revealed that the majority ownership was not sole proprietorship as existing literature suggested, but partnerships. Limited liability companies were the same percentage as sole proprietorships (27.6 %). These findings (Figure 2) however may not be unconnected with the new ARCON requirements that firms register under the Company and Allied Firms Act (ARCON, 2010). Though earlier studies had confirmed the assertion that Unlimited Liability companies were a more 'secure' alternative to partnerships (Oluwatayo, 2009; Chappell & Willis, 2002); ironically, this study revealed an increased number of partnerships (31.9 %). Previous studies had suggested that most architectural firms in Nigeria were owned by sole proprietors, though they had desired partnerships. Sole proprietors had not pursued the partnership option largely due compatibility issues, lack of trust on financial matters, and selfish personal interest of one or more of the partners (Chappell & Willis, 2002; Oluwatayo, 2009).

The Design and Build (D & B) was found to be the largest group of Practice Ideologies (Figure 6). The Design Build (D & B) type of Practice Ideology (Management type) can also be considered an organisational survival strategy. This data revealed a shift from previous literature which stated that the most popular way to operate as an architect in Nigeria is the conventional architectural firm (Oluwatayo, 2009). Though most of the firms sampled were young (under 10 years), the organisational system strategies in place were conservative and traditional (just as shown in Oluwatayo, 2009), which may be attributed to the emphasis placed in the training received the various schools of architecture.

Ideological views of success and survival meant different things to architecture firms and were closely related to firm ideology. The ideological profile of architecture firms revealed that most architecture firms polled were practice-centred in their approach. Majority of the firms sampled operated with practice ideologies and design philosophies, few however had firm design styles. This might largely be a function of the increased influence of sophisticated clients whose design brief and taste moderated the design styles (Maister*et al.*, 1986; Prucnal- Ogunsote, 1994; Oluwatayo, 2009). The results also suggested that most of the older firms sampled were practice- centred. The practice-centred nature of firms sampled can be attributed to the curriculum taught in Nigerian

Schools of Architecture, where the studies are conducted in the traditional style without much innovation in teaching and research (Prucnal-Ogunsote *et al.,* 2010; Prucnal-Ogunsote, Ogunsote & Ogunsote, 2013). The results in Table 3 confirmed this trend as design style has a moderate correlation between firm philosophy (0.550) and practice ideology (0.644) when compared with viability (0.780).

Hypothesis One states that "There are no significant architectural ideologies for the practice of architecture in Nigeria." Table 1 shows the observed frequency distribution of the respondents' opinions on the nature of architectural ideologies for the practice of architecture in Nigeria. Questions 5 and 17 in the Actual Questionnaire Survey which relate to architectural ideologies and practice in Nigeria were considered appropriate for the test. From Tables 2 a and b, the Asymptotic significance, p-value < 0.05, indicates that there are architectural ideologies for the practice of architecture in Nigeria. This conclusion was based on the following decision rule for the acceptance or rejection of null hypothesis (Ho):

i.   If Chi-square calculated (i.e., 180.019) is greater than the empirical or table value of chi-square (i.e., 12.592) at 5% level of significance and degree of freedom (DF) = 6, we reject the null hypothesis (Ho) and accept the alternative hypothesis (H_1).

ii.   If however, chi-square calculated is less than the empirical or table value of chi-square at the given level of significance and degree of freedom, we accept the null hypothesis (Ho) and reject the alternative hypothesis (H_1).

The null hypothesis was rejected.

Relationship of Firm Ideologies to Practice Viabilities and Sustainability

An objective of the study was to relate the firm ideologies to architectural practice viabilities in North Central Nigeria. The results from the descriptive and cross analyses revealed a strong and positive relationship between ideology and viability. Previous studies (Blau, 1984; Thompson *et al*, 2004), suggested that firms ideologies exerted an influence on firms, this present study goes further to examine the nature of the influence. The study confirmed previous studies assertion that ideologies form a significant part of firm culture (Goll et *al*, 2001; Oluwatayo, 2009). The test of hypothesis two rejected the null hypothesis and confirmed that there was a significant relationship between architectural ideologies and viability in practice. The research showed that firm design philosophy,

firm design style and firm practice ideology (the three components of architectural ideologies) all have a strong relationship with viability. The research further suggested that a firm with an active design philosophy, style and practice ideology had a greater chance of achieving and sustaining viability. The study also revealed that all three architectural ideologies have strong inter-correlational relationship (0.778) between firm philosophy and practice ideology. The exception was design style, which had a moderate correlation (0.551).

The results revealed the relationships between the variables that influenced viability. This was achieved by using a Predictive Correlation Design to predict individual outcomes in one variable (ideology) over another (viability). Thus, the results presented involved the predictor variable (ideology) and the criterion variable (viability), using correlation and regressions. The results included presentation of scatter plots (Figure 8) to show the form of the relationships (which were all linear) between ideology, organisational strategies, external and internal influences and viability. The scatter plot revealed strong associations; the absence of extreme scores (outliers); the direction of relationship (positive), and the degree of relationship (strong).

The strong positive linear relationships between ideology and viability, while not causative suggested that while the presence of any of the five factors would have a positive effect on viability of a firm, the particular presence of ideology enhanced viability through a strong positive effect on viability. This was suggested in the two hypotheses put forward in this study which were tested.

Results supported each of the two hypotheses postulated. The null hypothesis two was rejected as it was found to be statistically significant, with a strong positive relationship, 0.978, $p < .01$. In an examination of the criterion variable, which is viability, the results reflected the test of the hypotheses. Results of hypothesis two revealed a strong positive relationship between corporate ideologies and organisational strategies which was statistically significant, ($M = 0.87$), $p < .01$, accepting the alternate hypothesis and rejecting the null hypothesis. For Hypothesis One, the results were also statistically significant, ($M = 0.863$), $p < .01$, indicating a strong positive relationship between organisational strategy of diversification of services rendered in architectural firms and viability in practice.

These findings are important, as they have demonstrated that Nigerian firms like American architecture firms differ on ideological lines (Blau, 1984). The results also confirmed firm size is also a contributory factor to the differences in architecture firms (Oluwatayo, 2009). This is important to the present study as previous literature noted that internal influences included perceptions of architects in conceiving practices as businesses rather than mainly creative ventures (Winch &Schneider, 1993). This notion however did not lie within the scope of the study, though this study suggested that ideology had a significant relationship with decision-making, as causal links could not be established. An uncontrolled third variable may have confounding these results. For example, decision-making capacity of the firm's principal architects were not measured and controlled in these analyses.

SUMMARY
The study revealed that most firms intuitively operated with architectural practice ideologies which significantly enhanced viability. Prevalent practice ideologies (management types) were the Design and Build types. Forms of ownership were found to be evolving from sole proprietorships to partnerships and limited liability companies. The inherent problems of architectural practice were either internal or external, with several factors militated against viable architectural practice.

Results showed that firms with practice ideologies performed better in proactively addressing the negative effects of inherent problems that militate against viability of architectural firms in North Central Nigeria, than those that did not have practice ideologies.

CONCLUSION
In conclusion it was established that firms with practice ideologies performed better in proactively addressing factors that militate against viable architecture practice. The results supported the hypotheses that ideologies enhance viability in practice. Prior to this study, the available research established the broader role of culture and size of architectural firm on performance and the role of ideology in decision-making. The idea that ideologies could enhance viability was pure speculation prior to these findings. The study supported the notion that cultural systems (as manifested in beliefs, ideology, and myths) exert a powerful influence and enhance organisational outcomes; and identified ideology as an

important variable by which organisational strategies affect short-term performance and long-term viability of architectural firms.

The research supported the theoretical model of ideology identified in empirical studies as a partial mediator in the relationship between organisational strategies and firm viability and also established direct and indirect effects of architectural firm characteristics on performance and revealed the existence of additional intervening mechanisms. The study also confirmed a link between two dimensions of ideology and firm performance which was identified in literature.

RECOMMENDATIONS

a. Entrepreneurial education should form a larger part of the core curriculum of architecture training. Currently entrepreneurial skills training have been introduced in the postgraduate curriculum, while appreciation courses are being introduced in the undergraduate curriculum of some Nigerian institutions. A major curriculum review of courses should be undertaken to produce graduates who are ideologically business centred.

b. The Nigerian Institute of Architects through its regulatory body should form a lobby group to the National Assembly to ensure that current laws against unethical practices are more stringent and establish a watch dog agency or legally empower the regulatory body (the Architects Registration Council of Nigeria, ARCON) to counteract the negative external and internal influences that militate against architecture firm viability in Nigeria.

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