

Challenges of Queuing Indiscipline in Nigeria: Causes, Effects, and Solution

Aliu Kafayat Arinola^{1,2,*}, Okunade Richard Adeleye¹, Okon Edet Eyibio¹,
Okedina Olusola Olakunle¹, Odusanya Ifeoluwa Odukunle¹, Ajibade Ayodeji Temitope¹

¹Department of Accounting, Babcock University, Ilisan-Remo, Nigeria

²Department of Accounting, Alex Ekwueme Federal University, Ndufu-AlikeIkwo, Nigeria

Email address:

leyeokunade@yahoo.com (Okunade Richard Adeleye), okon0354@pg.babcock.edu.ng (Okon Edet Eyibio),
okedina0346@pg.babcock.edu.ng (Okedina Olusola Olakunle), odusanyaodukunle@gmail.com (Odusanya Ifeoluwa Odukunle),
arinola.aliu@gmail.com (Aliu Kafayat Arinola), ajibadea@babcock.edu.ng (Ajibade Ayodeji Temitope)

*Corresponding author

To cite this article:

Aliu Kafayat Arinola, Okunade Richard Adeleye, Okon Edet Eyibio, Okedina Olusola Olakunle, Odusanya Ifeoluwa Odukunle, Ajibade Ayodeji Temitope. Challenges of Queuing Indiscipline in Nigeria: Causes, Effects, and Solution. *Science Journal of Business and Management*. Vol. 10, No. 4, 2022, pp. 176-182. doi: 10.11648/j.sjbm.20221004.13

Received: November 3, 2022; **Accepted:** December 9, 2022; **Published:** December 28, 2022

Abstract: The sort of queuing discipline embraced by a business entity can impact the entity's entire exhibition. Queuing is expected to provide an orderly arrangement whereby goods and services are provided, jobs flow are received, attended to, and dispatched. Many circumstances in life necessitate standing in line or waiting on the queue before receiving service. The study was sort to investigate the impacts of queuing indiscipline, its causes, effects and solution in Nigeria. This study employed Quantitative approach using simple sampling technique. 1100 questionnaires were circulated to youths residing in any of the six (6) geopolitical zones in Nigeria, however only 1065 were correctly filled, returned and analyzed for the study. Descriptive and inferential statistical techniques were adopted for the study. The study found that the causes of queuing indiscipline are the same across the six political zones in Nigeria showing an F (stat = 0.393) and Sig (= 0.854) and that a strong positive correlation ($r = 0.562$) exist between the causes of queuing indiscipline and its resultant effect. It also found that solutions to queuing indiscipline have a significant impact on the causes of queuing indiscipline in Nigeria. The study therefore concludes that a change in the solutions to queuing indiscipline would significantly result in a measurable improvement in the causes and effects of queuing indiscipline.

Keywords: Customer Satisfaction, Indiscipline, Queue Discipline, Queue Model, Queue Solution

1. Introduction

Queuing disciplines are huge standards utilized in learning the pattern of rendering services to clients in a waiting queue in any business entity [3]. The sort of queuing discipline embraced by a business entity can impact the entity's entire exhibition. For instance, the number of clients in the queue in a bank, the variety of fluctuation and typical waiting time, are only a couple of the elements impacted by the choice of queuing discipline [18, 19]. Queuing is expected to provide an orderly arrangement whereby goods and services are provided, jobs flow are received, attended to, and dispatched [4]. Obiezu, K. [16] and Saragih, J., et al. [21] are of the opinion that the specific queue method and discipline utilized

by a firm will extraordinarily impact the waiting time of clients. They also revealed that if a business entity utilizes the last in first out queue discipline, it will influence the customer behavior as arriving customers are continually getting services correspondingly. This is on the grounds that each individual has individual necessities relying upon their interest and present situation [10].

Obiezu, K. [16] concurred that service experience is private and mind boggling, and that greater exploration on the most proficient method to plan for the right experience is required. Managers of service providing agencies, banks and firms are confronted with assorted decisions of queuing structure going from single queue to multiple queue structure [2]. Slow service rate occurring because of some

unacceptable decision of queue discipline can prompt to queues in an organization; which can lead to unstable circumstances, superfluous deferral and influence adversely the customer service viability of an entity [5]. Staffs in the Nigerian banking industries have been blamed for inclination, bribe, preference and nepotism as some customers have argued that some worker render services on the basis of their relationship [25]. While some service providers guarantee to embrace First-In-First-Out as their queue discipline, there are times when a few clients are served with no reason for the utilization of priority discipline [3, 5] while citing Kandemir-Caues & Cauas, 2007.

Challenges of queuing discipline and jumping of queue in Nigeria has beset the country such that back in 1980s, the then Military regime, led by General Buhari, flag up a campaign slogan "War Against Indiscipline", which among other goals, were to get Nigerians into the corrective habit of queuing discipline [1, 14]. The attitudinal adjustment led to queues at all service points and orderliness, which were enforced by soldiers with whips, and instant punishment for non-compliance [11]. In the light of the foregoing, it is vital to examine the challenges of queuing indiscipline, their causes, effects and solutions among Nigerian Youths.

According to Augustahristina, A., et al. [5], many circumstances in life necessitate standing in line or waiting on the queue before receiving service. Obiezu, K. [16] opined that queuing issues occur when demands cannot be met by service facilities. Queuing is reduced if customers are attended to almost immediately after they join the line; if not, customers might experience lengthy queue delays [8]. The increased focus on quality, particularly in service-related operations, has increased the importance of waiting times [6, 17].

About forty-two years now, there appear to be difficulty for some Nigerians to imbibe the culture of queuing such that in 2016, a BBC reporter queried, "Can Buhari get Nigerians to queue again?" [5]. Jumping of queue at banks, supermarkets, hospitals, cafeteria, filing stations, various service points, on the road, and even traffic light are common, thus leading to chaos. According to BBC reporter, there are "always those Nigerians that will jump the queue, and shout obscenities at anyone who challenged them". With the chaos in the queue it is only those who can shout and fight get their way [9, 24]. In the filling stations for example, it is possible for those who peddle to have access to fuel and sell to those who are tired and frustrated in the queue [16]. On our roads, queuing indiscipline often leads to traffic jam or traffic congestions. It is often common for drivers to leave the queue and create parallel queues both to the left and right, which often end up blocking the oncoming flow of traffic, thus causing serious traffic jam, and sometimes accidents [20]. The amount of lost in human life, man-hour, and other economic costs can only be imagined. It subsequently becomes vital to investigate the impacts of queuing indiscipline, its causes, effects and solution in Nigeria and thus the following hypothesis:

Ho₁: There is no significant difference in the causes of queuing indiscipline in Nigeria by geographical location.

Ho₂: There is no significant relationship between causes of queuing indiscipline and the effect of queuing indiscipline in Nigeria.

Ho₃: Queuing solution has no significant impact on the causes queuing indiscipline in Nigeria.

This paper is divided into five segments. Segment one takes on the introduction which comprises of the research problems, objective and the functional hypotheses. Segment two covers review of extant literatures. Segment three is the methodology. Segment four is the analysis and discussion of findings, while segment five covers the conclusion and recommendation.

2. Review of Related Literature

A system's queuing model is a portrayal used to identify the variables that affect the system's capacity to render services with unpredictable phenomenon [1]. Marbun, D. S. et al [12] posited that the study of queues aims to quantify the phenomenon of standing in lines by utilizing representative performance such as the expected length of the queue. Queuing models make it possible to afflict good balance between service costs and processing times (Nafees, 2007) as cited in Ahmed, A. T., et al. [1]

The effects of queuing efficiency on Nigerian youths are significantly predicted by the queuing system. This is consistent with the works of Ahmed, A. T., et al. [1], Nugroho, A., et al [14], Sani, S. & Damen, O. [20], and Saragih, J., et al [22], which suggested the under listed queue discipline and also opined that last in first out-performs best for low traffic periods. The recommended queuingpractices are:

Static queue disciplines which are reliant upon the client's status as seen by the organization in the queue.

Dynamic queue disciplines which are centered on exceptional qualities of the clients in the queue. A few instances of dynamic queue disciplines include; service in random order, priority service and emergency system.

Theoretical Framework

This study adopted the Queuing theory which laid out a system for the task of the service environment in the queuing model and customer conduct in the service environment. It gives an expansive comprehension of how variables like, appearance dispersion, rate at which services are conveyed, number of servers and service environment, and affect the conditions and arrival behavior of queues within an organization. The appearance to the system, queue discipline, and service rate are the three essential viewpoints that characterize the relevance of a queue model. According to Serhan, Robert, and Erol (2006) as cited in Augustahristina, A., et al [5], one of the suppositions of queuing theory is that when individuals enter a queuing system, they foster behaviors, for example, reneging, strolling, cycling, and maneuvering. This has given an establishment to deciphering client conduct while entering a banking lobby in light of the presence of the sort of queue discipline the banking system chooses to take on which will by implication influence the client personal conduct standard [9]. Clients can either show

tolerance by maneuvering and cycling, or they can show eagerness by renegeing and recoiling in a queue [12, 15, 23].

Empirical Review

The role of queuing discipline and renegeing in banks was investigated by Augustahristina, A., et al [5] using a sample of 400. Multiple regression was used in analyzing the data that was obtained. According to the study, most customers will refrain from showing up early in a queue system if they are aware that it follows the last in, first out rule. This will have an impact on how customers behave toward the business as well as how the queue itself plays out because arriving customers are constantly receiving service in a timely manner. The study advised bank management to implement a queuing discipline, such as the first in, first out. Ahmed, A. T., et al [1] investigated queueing models as a queue-resolution technique in Federal Polytechnic Nasarawa, Nigeria with the aim of evaluating the efficiency of the queue system and providing the polytechnic's waiting students with satisfactory service. In order to collect data for the study, stopwatches, in-person interviews, and direct observation were used. Queuing equations were then used to analyse the data. According to the study, service delays that result in long lines mostly happen at the bank's registration desk, then at the exams and records department, then at the clinic department, and there are never any delays at the dormitory section. According to the study's findings, the queuing model has had a significant impact on how the major units deliver services. The study suggests decentralising the registration process, increasing the number of servers with different specialties in the exam and records units to increase labour productivity, and installing an electronic time register (thumb printer) to monitor late arrivals.

For the purpose of enhancing service delivery at the Federal Polytechnic Nasarawa, Gadi, D. P., et al [7] conducted a study on the application of the queuing model. It was a descriptive study with a random sample size of 100 participants, including students and registration staff. In the study, questionnaires were used, and tables and percentages were used to analyse the data. Long lines were discovered to be caused by a lack of a complete online registration platform, a staffing shortage, a lack of time, impatience, and dishonesty on the part of attendants (school staff) and participants (students). In order to improve registration processes, it was advised that full online registration platforms should be offered.

In order to determine the effectiveness of the queuing model and how it relates to customer satisfaction, Mwangi, S. K., & Ombuni, T. M. [13] typically found that 22 customers arriving each hour, and there are 23.7 customers being served per hour. Three hundred and eighty-four (384) people

completed a questionnaire for this empirical analysis. According to the study, the majority of customers are dissatisfied with the queue length, while few students are routinely turned away because of the lengthy lines.

3. Methodology

The exploration study is descriptive in nature and employed quantitative approach. The target populace of the study includes all Nigerian youth residing in any of the six (6) geopolitical zones in Nigeria. The sample size was determined using convenience sampling and includes 1100 respondents from all sector of Nigerian economy including college students were utilized in this study. Data was gathered with the aid of structured questionnaires. One thousand one hundred (1100) questionnaires were administered to the sampled audience and One thousand and sixty- five (1065) copies of the questionnaires were correctly filled and recovered. The questionnaire was divided into four sections. The first section comprised the socio- demographic characteristics of the participant, the second, third and fourth section comprised of likert questions that have been developed in line with the research objectives for the purpose of assessing the respondents' opinion about queuing indiscipline, causes, effects and solutions.

A pilot study was conducted to evaluate the reliability of the questionnaire. The data collected were subjected to internal consistency test and factor analysis. Scale reliabilities were computed using Cronbach's Alpha and the result of 0.843 revealed was considered relatively high. Data gathered was analyzed using both descriptive (simple frequency and percentage) and inferential statistics (multiple regression).

Model Specifications

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu_i$$

Where;

Y= Queuing indiscipline;

β = Beta Coefficient;

X 1, X 2, X 3= causes, Effects and Solutions;

μ_i = Error term.

4. Data Analysis and Discussion

4.1. Descriptive Analysis

4.1.1. Questionnaire Response Return Rate

The result of the questionnaire response that was retrieved from the respondent is presented in the Table 1.

Table 1. Questionnaires Response Return Rate of Nigerian Youths.

Sample Audience	No. Shared	No. Returned	% No. Returned	No. not Returned	% Not Returned
Nigerian Youths	1100	1065	96.8%	35	1.2%

Source: Field Survey (2022)

Out of 1100 (100%) copies of questionnaires administered, 1065 (96.8%) questionnaires were retrieved from the

respondents and these were used for the analyses.

4.1.2. Demographic Characteristics of the Respondents

Descriptive statistics was utilized to analyze the data on demographic characteristics of the respondents. The result is presented in Table 2.

Table 2. Frequency distribution of Demographic Data.

Variables	Frequency	Percentage	Variables	Frequency	Percentage
Gender			Age		
Male	624	58.6	16-30yrs	416	39.1
Female	434	40.8	30-50yrs	474	44.5
Prefer not say	7	.7	50yrs & above	175	16.4
Total	1065	100.0	Total	1065	100.0
Educational attainment			Political zones		
GCE/SSCE	174	16.3	North-East	110	10.3
OND/NCE	251	23.6	North-West	222	20.8
BSc/HND	299	28.1	South-West	265	24.9
MSc/MBA	176	16.5	South-East	241	22.6
PhD/Phil	107	10.0	South-South	144	13.5
Non-formal education	58	5.4	North-Central	83	7.8
Total	1065	100.0	Total	1065	100.0

Source: Field Survey (2022)

Table 2 above relates to the demographic data of the respondents to the online survey. Out of the 1065 participants, 624 were male and 434 were female. However, this record does not represent gender discrimination, but rather a representation of the participants according to their gender. The age data shows that 416, 474, and 175 of the respondents were within the age brackets of 16–30 yrs., 30–50 yrs., and 50 yrs. and above, respectively. This indicates that the respondents were of legal age to partake in this survey. On the other hand, data relating to educational attainment show that respondents are all knowledgeable enough to provide the needed information for

this survey. Finally, citizens across the six political zones participated in the online survey. This indicates that there was no form of discrimination as everybody was given an equal chance to participate in the survey.

4.2. Test of Hypothesis One

RQ_1 : What is the difference in the causes of queuing indiscipline in Nigeria by geographical location?

H_{01} : There is no significant difference in the causes of queuing indiscipline in Nigeria by geographical location.

Table 3. ANOVA test of significant difference in the causes of queuing indiscipline in Nigeria by geographical location.

Causes	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	116.200	5	23.240	.393	.854
Within Groups	62617.024	1059	59.128		
Total	62733.224	1064			
<i>Test of Homogeneity of Variances</i>					
Levene Statistic	df1		df2		Sig.
.989	5		1059		.423

Authors Computation using SPSS version 26.

Table 3 above reveals the level of difference in the causes of queuing indiscipline among the six political zones in Nigeria. The fact that F (stat = 0.393) and Sig (= 0.854) are greater than the 0.05 alpha level of significance indicates that there are no statistically significant differences in the causes of queuing indiscipline between and within groups of Nigeria's six political zones. This implies that all zones in Nigeria perceive the causes of queuing indiscipline to be the same. Finally, the Levene statistics ($p = 0.423$) are greater

than 0.05 alpha, implying that the assumption of homogeneity of variance is met and the data can be trusted.

Test of Hypothesis Two

RQ_2 : What is the relationship between the causes of queuing indiscipline and the effects of indiscipline in Nigeria?

H_{02} : There is no significant relationship between causes of queuing indiscipline and the effects of indiscipline in Nigeria.

Table 4. Pearson test of significant relationship between causes of queuing indiscipline and the effects of indiscipline in Nigeria.

Variables	N	Mean	Std. Deviation	Df	Alpha	r	Sig
Causes	1065	42.7146	7.67853	1063	0.05	.562**	.000
Effect	1065	46.8103	9.19861				

Source: Researcher's computation.

Table 4 shows the relationship between the causes of queuing indiscipline and its resultant effect. The test coefficient ($r = 0.562$) suggests a strong positive correlation among the two variables. Similarly, $p = 0.000$, less than 0.05 alpha level of significance, implies that the relationship between the cause of queuing indiscipline and the effect of

indiscipline in Nigeria is statistically significant.

Test of Hypothesis Three

RQ_3 : What is the impact of queuing solution on the causes of queuing indiscipline in Nigeria?

Ho_3 : queuing solution has no significant impact on the causes of queuing indiscipline in Nigeria.

Table 5. Regression analysis of the significant impact of queuing solution on the causes of queuing indiscipline in Nigeria.

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Durbin-Watson
1	.559 ^a	.312	.311	6.37214	1.588

Model	B	Unstandardized Coefficients	Std. Error	Standardized Coefficients	Beta	t	Sig.
(Constant)	21.892		.968				
Solution	.450		.021	.559		21.954	.000
Model	Sum of Squares	Df		Mean Square		F	Sig.
Regression	19570.961	1		19570.961		481.994	.000 ^b
Residual	43162.263	1063		40.604			
Total	62733.224	1064					

a. Predictors: (Constant), Solution

b. Dependent Variable: Causes

Authors Computation 2022.

The results of the model between the dependent variable (causes of queuing indiscipline) and the independent variable (solution to queuing indiscipline in Nigeria) are summarized in table 5 above. According to the R-value of 0.559^a, there is a significant correlation between the causes of queuing indiscipline and the solutions. The R^2 after adjustment was 0.311. The amount of variation in the dependent variable's "causes of queuing indiscipline" that can be explained by the independent variable "solution" is shown by the adjusted R^2 . A variation in the causes of queuing indiscipline accounts for 31.1% of the variation in the solutions of queuing indiscipline in Nigeria, according to the adjusted R^2 value of 0.311. The model fits well since the Durbin-Watson statistic of 1.588 is within the allowed range of 2.00. Also, the independent variable solutions to queuing indiscipline show beta coefficients of .559, which suggest that a change in the solutions to queuing indiscipline would result in a measurable improvement in the causes of queuing indiscipline by .559.

From the above result, $F\text{-}(stat) = 481.994$ and $p = 0.000$ less than 0.05 alpha, we can infer that solutions to queuing indiscipline have a significant impact on the causes of queuing indiscipline in Nigeria. Therefore, the null hypothesis, which states that solutions to queuing indiscipline have no significant impact on the causes of indiscipline in Nigeria, is rejected.

Discussion of Findings

The study examined the causes of queuing indiscipline, its effects, and the solution to indiscipline in Nigeria. From the analysis in Table 3, it was found that the causes of queuing indiscipline are the same across the six political zones in Nigeria. It is concluded that there are no statistically significant differences in the causes of queuing indiscipline between and within groups of Nigeria's six political zones, with $F\text{ (stat)} = 0.393$ and $Sig (= 0.854)$ greater than 0.05

alpha level of significance. This implies that participants unanimously agreed that differences in ethnicity, religion, impatience, gender (male or female), mind-set, lack of home discipline, lack of discipline enforcement, and loss of societal values are factors responsible for indiscipline in Nigeria.

In line with the study objective, research question two, as contained in Table 4, attempts to establish the relationship between the factors responsible for queuing indiscipline and the effects of indiscipline in Nigeria. The test coefficients $r = 0.562$, $p = 0.000$ less than 0.05 alpha, suggest a positive and significant correlation among the two variables. This finding suggests that loss of manpower and economic assets, chaos and uproar, corruption, deprivation, unrest, insecurity, lost foreign investment, a threat to the democratic process, and anarchy are resultant effects of the factors responsible for queuing indiscipline in Nigeria. Thus, queuing indiscipline would result to the above effects. This finding mitigates the finding of Augustahristina, A., et al [5]; Gadi, D. P., et al [7]; Mwangi, S. K., & Ombuni, T. M [13].

Finally, research question three attempts to establish the impact of queuing solutions on the causes of queuing indiscipline in Nigeria. From the test result in table 5, the adjusted R^2 of 0.311 suggests that 31.1% of the variation in causes of queuing indiscipline can be accounted for by changes in the solution. Similarly, the solutions to queuing indiscipline had beta coefficients of 0.559, which suggest that a change in the solutions to queuing indiscipline would significantly result in a measurable improvement in the causes of queuing indiscipline by 0.559. Thus, the $F\text{-}(stat) = 481.994$ and $p = 0.000$ (less than 0.05 alpha) indicated that solutions to queuing indiscipline have a significant impact on the causes of queuing indiscipline in Nigeria. This means that by involving social orientation mobilization, orientation in churches, mosques, families, and homes, educational institutions, orientation by traditional rulers, exemplary style

by leadership, law enforcement agencies, the application of artificial intelligence and optimization of service points, and the enforcement of rules and penalties, we can help mitigate the causes of queuing indiscipline in Nigeria. This supports the study of Ahmed, A. T., et al [1].

5. Conclusion

The type of queue discipline used by business entities affect client's tendency to patronize such businesses, as per this study. There are additionally eminent evidences that are being applied around one of the queue discipline techniques to solve the issues created by queuing indiscipline. The study found that the causes of queuing indiscipline are the same across the six political zones in Nigeria. It also found that solutions to queuing indiscipline have a significant impact on the causes of queuing indiscipline in Nigeria. The study therefore concludes that a change in the solutions to queuing indiscipline would significantly result in a measurable improvement in the causes and effects of queuing indiscipline. A queue system is one of the most preferred ways for businesses to manage their waiting lines. A queuing system allows customers to wait in a line until they are called by a company representative to be served. The problem of excessive waits is one of the most pressing policy issues affecting different sectors of the economy, such as health care, banking industries, etc. and it has been the subject of discourse recently.

Care processes are poorly designed and characterized by unnecessary duplication of services, long waiting time and delay. Costs are exploding and waste is identified as an important contributor to the increase in healthcare expenditures. As a result healthcare does not succeed in meeting patient needs. Ensuring acceptable access to quality health care services requires the measurement of the components impacting on access. An important obstacle to access is long waiting times. It is therefore recommended that further studies be conducted on queuing indiscipline and long waiting times especially in the healthcare sector.

References

- [1] Ahmed, A. T., Abubakar, I., Ahmed, A. T., & Gambo, M. I. (2020). Queuing Model as a Technique of Queue Solution in Federal Polytechnic Nasarawa, Nasarawa State – Nigeria. *International Journal of Research in Commerce and Management Studies*, 2 (1), 110-119.
- [2] Amar, S., Pratama, I., & Anis, A. (2020). Exploring the Link between Income Inequality, Poverty Reduction and Economic Growth: An ASEAN Perspective. *International Journal of Innovation, Creativity and Change* Vol, 11 (2), 24-41.
- [3] Amaihian, A., Ogunnaiké, O., & Ogbari, M. (2022). The Role of Queueing Discipline and Reneging in The Nigerian Banking Industry. *Jurnal Program Studi Akuntansi*, 8 (1), 71-77.
- [4] Anichebe, N. A. (2013). Queuing Model as a Technique of Queue Solution in Nigeria Banking Industry. *Developing Country Studies*, 3 (8), pp. 188-195.
- [5] Augustahristina, A., Olaleke, O., Ogbari, M., & Maxwell, O. (2022). The Role of Queueing Discipline and Reneging in The Nigerian Banking Industry. *Jurnal Akuntansi dan Bisnis: Jurnal Program Studi Akuntansi*, 8 (1), 71-77.
- [6] Danilwan, Y., & Dirhamsyah., P., I. (2020). The Impact of Consumer Ethnocentrism, Animosity And Product Judgment On The Willingness To Buy. *Polish Journal of Management Studies* 2020; 22 (2): 65-81.
- [7] Gadi, D. P., Arin, A. M., & Ramalan, H. (2015). The application of queuing model/waiting lines in improving service delivering in Nigeria's higher institutions. *International Journal of Economics, Commerce & Management*, 3 (1).
- [8] Hakimah, Y., Pratama, I., Fitri, H., Ganatri, M., & Sulbahrie, R. A. (2019) Impact of Intrinsic Corporate Governance on Financial Performance of Indonesian SMEs. *International Journal of Innovation, Creativity and Change* Vol, 7 (1), 32-51.
- [9] Isnaini, D. B. Y., Nurhaida, T., & Pratama, I. (2020). Moderating Effect of Supply Chain Dynamic Capabilities on the Relationship of Sustainable Supply Chain Management Practices and Organizational Sustainable Performance: A Study on the Restaurant Industry in Indonesia. *Int. J. Sup. Chain. MgtVol*, 9 (1), 97-105.
- [10] Lubis, H., Pratama, K., Pratama, I., & Pratami, A. (2019). A Systematic Review of Corporate Social Responsibility Disclosure. *International Journal of Innovation, Creativity and Change* Vol, 6 (9), 415-428.
- [11] Maggasingang, D., Solong, A., Nadhar, M., & Pratama, I. (2020). The Factors Affecting the Corporate Cash Holdings in Listed Firms of Indonesia: Does Corporate Governance Matter? *International Journal of Innovation, Creativity and Change*, Vol 14 (5), 1215-1231.
- [12] Marbun, D. S., Effendi, S., Lubis, H. Z., & Pratama, I. (2020). Role of Education Management to Expedite Supply Chain Management: A Case of Indonesian Higher Educational Institutions. *Int. J. Sup. Chain. MgtVol*, 9 (1), 89-96.
- [13] Mwangi, S. K., & Ombuni, T. M. (2015). An empirical analysis of queuing behaviour in relation to customer satisfaction at Jkuat students finance office. *American Journal of Theoretical and Applied Statistics*, 4 (4), 233-246.
- [14] Nugroho, A., Christiananta, B., Wulani, F., & Pratama, I. (2020). Exploring the Association Among Just in Time, Total Quality and Supply Chain Management Influence on Firm Performance: Evidence from Indonesia. *Int. J. Sup. Chain. MgtVol*, 9 (2), 920-928.
- [15] Nu'man, A. H., Nurwandi, L., Bachtar, I., Aspiranti, T., & Pratama, I. (2020). Social Networking, and firm performance: Mediating role of comparative advantage and sustainable supply chain. *Int. J. Sup. Chain. MgtVol*, 9 (3), 664-673.
- [16] Obiezu, K. (2022). *Nigeria and the Queueing of chaos*. This Day. Retrieved from thisdaylive.com/index.php/2022/08/18/nigeria-and-the-queues-of-chaos/
- [17] Pratama, K., Lubis, H., Pratama, I., Samsuddin, S. F., & Pratami, A. (2019). Literature review of corporate social responsibility disclosure. *Journal of Advanced Research in Dynamical and Control Systems*, 11 (5), 1397-1403.

- [18] Pratama, I., Che-Adam, N., & Kamardin. N., (2020). Corporate Governance and Corporate Social Responsibility Disclosure Quality in Indonesian Companies. *International Journal of Innovation, Creativity and Change*, Vol 13 (4), 442-463.
- [19] Pratama, I. (2022). Tata Kelola Perusahaan dan Atribut Perusahaan pada Ketepatan Pelaporan Keuangan: Bukti dari Perusahaan yang Terdaftar di Bursa Efek Indonesia. *Journal of Education, Humaniora and Social Sciences (JEHSS)*. 4 (3): 1959-1967.
- [20] Sani, S., & Daman, O. A. (2014). A queue discipline devoid of the literature. *International Journal of Applied mathematics*, 27 (5), pp. 461-472.
- [21] Saragih, J., Tarigan, A., Silalahi, E. F., Wardati, J., & Pratama, I. (2020). Supply chain operational capability and supply chain operational performance: Does the supply chain management and supply chain integration matters. *Int. J Sup. Chain. Mgt*Vol, 9 (4), 1222-1229.
- [22] Saragih, J., Tarigan, A., Pratama, I., Wardati, J., Silalahi, E. F. (2020). The Impact of Total Quality Management, Supply Chain Management Practices and Operations Capability on Firm Performance. *Polish Journal of Management Studies*, 21 (2), 384-397.
- [23] Sujianto., Yuliani, F., Syofian., Saputra, T, & Pratama, I. (2020). The Impact of The Organizational Innovativeness On The Performance Of Indonesian Smes. *Polish Journal of Management Studies* 2020; 22 (1): 513-530.
- [24] Utami, C. W., Sumaji, Y. M. P., Susanto, H., Septina, F., & Pratama, I. (2019). Effect of Supply Chain Management Practices on Financial and Economic Sustainable Performance of Indonesian SMEs. *Int. J Sup. Chain. Mgt* Vol, 8 (1), 523-535.
- [25] Ushakumari., P. V, & Devi Krishna,. S. (2020). Optimal server time management in a single server queue, *International Journal of Advanced Research in Engineering and Technology*, 11 (6), 50-58.