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Information Sharing and Marketing Effectiveness of SMEs in Rivers State

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Abstract: This study aimed at investigating the relationship between information sharing and marketing effectiveness in clearing and forwarding companies in Rivers State of Nigeria. The study adopted descriptive research design and the target population was 377 SMEs in Port Harcourt. The study used simple random sampling technique to select one respondent from each of the 377 SMEs. A pilot study was carried out to refine the instrument. The quality and consistency of the survey was further assessed using Cronbach's alpha. Data analysis was performed on a computer using Statistical Package for Social Science (SPSS Version 22). Analysis was executed by means of the Pearson's Product Moment Correlation Coefficient (PPMC) technique. The study revealed that information sharing positively and significantly relates with customer satisfaction. The study therefore concludes that, there is a significant relationship between information sharing and marketing effectiveness of SMEs in Rivers State of Nigeria, and recommends amongst others that adoption and usage of information sharing that will enhance customer satisfaction in SMEs should be implemented by SMEs. That is, SMEs should be in position to continuously weigh the benefits that accrue from application of information sharing to ensure periodic redesign and improvement to attract customers' satisfaction.

Keywords: Customer satisfaction, Information sharing, Marketing effectiveness, Rivers State.

INTRODUCTION

Appraising the marketing effectiveness of business processes has become a central issue in both academia and business, since companies face up to realize valuable and resourceful outcomes. Applying marketing effectiveness feat to this purpose guarantee coalition with a business approach, which implies that marketing effectiveness is dependent on the effectiveness of information sharing in an organization.

Information is an important article of trade applied in the grasping of any goal positioned by an individual or group. Information furnishes an individual with the knowledge desirable to triumph over confrontations and take the proper step timely. Stanley (1990) in Mulauzi and Zulu (2012) conjectured that information is one of the fundamental requirements behind air, water, food, and shelter and for any action to enclose a down-to-earth probability of flourishing implementation; it depends for the most part on the accessibility and admittance to precise and steadfast information. Information is envisaged as an essential reserve that supplies immeasurably to the progress inventiveness of all countries in the globe. Information sharing is a useful asset for decision making, and it superlatively conveys acquaintance, and a well-informed group of people.

Information sharing has been made known to be one of the solutions to thriving supply chains (Whipple *et al.* 2002). Previous scholarly investigations hold up the significance of information sharing in the supply chain. This embrace studies by: Sanders and Premus (2005); and Knemeyer and Murphy (2005);

Ellinger (2000); Lee (2001); Whipple *et al.* (2002). Broadly, information is essential to lend a hand to logistics management to make a multiplicity of decisions arrayed from choice of carriers to preferred inventory levels to the suitable quantity of warehouses (Deeter-Schmelz, 1997). Information sharing incorporates, but is not restricted to, the transmission of information in shipment, tracing, billing transactions, and complaint decisions (Rhea & Shrock, 2000).

Some Scholarly inquiries on information sharing have built up. For instance, Bahtı en, Ay egül and Oznur (2016) examined the effect of satisfaction on firm performance Ankara Turkey, Witell, Gustafsson and Johnson (2014) investigate the influence of customer information on profits from new offerings. These studies were not designed to observed the affiliations between information sharing and marketing effectiveness. Consequently, this study aims to fill the research gap by assessing the association between information sharing and marketing effectiveness. In order to transport the intents of this study, the SMEs in Rivers State of Nigeria were selected. This is grounded on the fact that SMEs contributes substantially to the economy of the State.

Problem Statement

Ideally, there ought to be an indication of sizeable investigations concerning marketing effectiveness of SMEs. There has been, however, limited scope in researches to explore the relative merits or appropriateness of marketing effectiveness adopted by the firms within the context of a developing country like Nigeria. There is a growing concern for poor marketing effectiveness of Nigerian businesses and there is an increasing recognition of the need to integrate information sharing with marketing effectiveness. Furthermore, information sharing has been regarded as having a pivotal role in enhancing marketing effectiveness and is reliant on industry policy; while customer satisfaction outlines the origin of any business's marketing plan since it determined general achievement (Sabir, Irfan, Akhtar, Pervez, & Rehman, 2014), seeing that customer satisfaction is anchored on the gratification a customer acquires following experience of a service or product consumption. Thus, this current study aims to concentrate on the matter of construing the suitability of information sharing espoused by SMEs and how it impacts on marketing effectiveness through customer satisfaction.

LITERATURE REVIEW AND HYPOTHESIS

The Concept of Information Sharing

Information sharing has numerous definitions. It is defined as the transmitting of information on the subject of inventory levels and arrangement, sales data and forecasts, order status, production and delivery programs and capability, and performance metrics (Lee & Whang, 2000). Information sharing is also, perceived as supplying firms with onward perceptibility, enhanced production scheduling, inventory management, and distribution (Sanders & Premus, 2005). Information Sharing: presages the accumulation of communication or intelligence torrent to compose faultless, useful and purposeful standard supply chain by sharing information between suppliers, manufacturers, distributors and retailers (Ikegwuru & Harcourt, 2019). Information sharing thus, refers to the harmonization of information flow crosswise the supply chain and it takes in, but is not restricted to, the conveyance of information in shipment tracing, billing transactions, and complaint decisions (Rhea & Shrock, 2000).

Marketing Effectiveness

Marketing effectiveness describes the extent to which customer's necessities are convened whereas efficiency evaluates how cost-effectively a firm's resources are made use of to realize a prearranged

intensity of customer satisfaction. Based on Neely *et al.*'s assertions; Neely, 2005), The possibility of having an excellent backdrop and acquaintance hinges on the evaluation of a phenomenon only when you can estimate and articulate it numerically (Neely, 1998). This study adopts customer satisfaction as the measure of marketing effectiveness

Customer Satisfaction

Satisfaction is described as a sensation, contentment or discontent experienced by an individual based on evaluation of product professed performance with anticipation (Kotler & Keller, 2009). It is based on assessment of incongruity in customer's anticipation and performance of product or service following utilization. Customer satisfaction is a function of the difference in the expectations of consumers for the product/service earlier than purchase and definite product/service acquired following purchase (Low, Lee & Cheng, 2013). Hence, customer satisfaction is reliant on the product's professed performance comparative to a buyer's anticipations. The customer is exceedingly satisfied and enchanted if the performance of product surpasses expectations. (Armstrong & Kotler, 2005).

Empirical Review

Bahtı en, Ay egül and Oznur (2016) examined the effect of satisfaction on firm performance in Ankara Turkey. The study employed measurement items from dissimilar investigations and conducted CFA to test discriminant and convergent validity. The hypotheses were tested by means of LISREL 8.3. The results divulge that conflict and trust explain 76% of the satisfaction; and satisfaction itself explains 44% of the firm performance. The study also, established significant positive effect of satisfaction on firm performance, and the interaction of satisfaction and dyadic knowledge transfer revealed negative, insignificant effect on firm performance. Further, the effect of satisfaction on firm performance is found to be significant barely when the dyadic knowledge transfer between firms is low, while the effect of is still insignificant when the level of knowledge transfer is high.

Witell, Gustafsson and Johnson (2014) investigated the influence of customer on profits from new offerings by means of survey carried out in the context of NPD in goods and services. The study assembled a distinctive database combined with key informant assessment answers with financial data for 244 firms. The findings demonstrate that getting hold of customer information during NPD influences the profits from new offerings, which shows a discrepancy depending on the stage of the NPD process. The financial rewards from getting hold of customer information for goods are uppermost in the early stages of the NPD process and turns down in later stages. However, the financial rewards for services are lofty in the early and late stages of the NPD process.

Lewis (2006) studied effects of information sharing, organizational capabilities and relationship characteristics on outsourcing performance in the supply chain. Data were drawn from logistics executives in the United States. Analysis was carried out with moderated multiple regression analysis to ascertain the connection between information sharing and perceived outsourcing performance, including the interaction effects of organizational capabilities and relationship characteristics. The findings designate that a significant relationship exist between information sharing and outsourcing performance. The study also found a significant relationship between moderator relationship variables of communication and perceived satisfaction with a previous outcome.

Based on the review of literature, the following research model was developed:

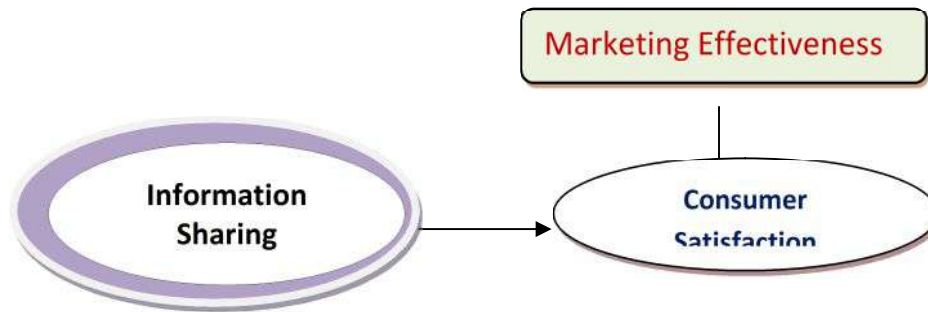


Figure 1: Research Model of Information Sharing and Marketing Effectiveness

Source: Designed by the Researchers (2020).

Based on the research model, the following hypothesis was raised:

H₀₁: There is no significant relationship between information sharing and customer satisfaction o SMEs in Rivers State.

METHODOLOGY

The study adopted a cross-sectional study on all the SMEs registered with the Rivers State Chamber of Commerce and Industry, Port Harcourt. There are approximately 2000 SMEs that are registered with the Rivers State Chamber of Commerce and Industry, Port Harcourt. The sample size for this study was obtained from the guideline developed by Krejcie & Morgan (1970) on the determination of size from a given population. The application of this model, gave the study a minimum sample size of 377. The study adopted the purposive sampling technique. The key informants approach was used to evaluate Chief Executive Officers (CEOs) or branch managers of the firms studied. The study was therefore, a macro analysis, and 377 SMEs were administered with a questionnaire. The number of completed and usable response is 215 out of 377 responses, with a response rate of 57%. The employed the Pearson's Product Moment Coefficient Correlation analysis to illustrate the relationship between the independent variable and the dependent variable.

ANALYSIS

In this section, the hypothesis proposed for the study was subjected to statistical tests using the Pearson's Product Moment Correlation Coefficient statistical tool.

Table 1: Description of the Degree of Association between Variables

Correlation Coefficient (r)	Description/Interpretation
$\pm 0.80 - 1.0$	Very Strong
$\pm 0.60 - 0.79$	Strong
$\pm 0.40 - 0.59$	Moderate
$\pm 0.20 - 0.39$	Weak
$\pm 0.00 - 0.19$	Very Weak

The positive (+) sign in the value of r indicates a direct/positive relationship while negative (-) sign in value of r indicates an indirect/negative or inverse relationship. Therefore, the sign of the r value explains the direction of association or nature of relationship between the variables.

Decision Rule

Reject the null hypothesis (H0) if $PV < 0.05$ for 2-tailed test and conclude that significant relationship exists.

Table 2: Correlation Analysis on Information Sharing and Customer Satisfaction Correlations

			Information Sharing	Customer Satisfaction
Pearson's r	Information Sharing	Correlation Coefficient	1.000	.656**
		Sig. (2-tailed)	.	.000
		N	215	215
	Customer Satisfaction	Correlation Coefficient	.656**	1.000
		Sig. (2-tailed)	.000	.
		N	215	215

**. Correlation is significant at the 0.01 level (2-tailed).

Source: (SPSS Output 2020)

Table 2 shows that the Pearson's correlation coefficient (r) = 0.656**, this value is high, implying that a strong relationship exists between information sharing and customer satisfaction. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increase in customers' satisfaction is associated with the embracing of information sharing in the SMEs studied. The probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between information sharing and customer satisfaction.

DISCUSSION

This study provides an empirical explanation for a formation that investigates the relationship between information sharing and marketing effectiveness in SMEs in Rivers State of Nigeria. The hypothesis tested depicts that the sample of SMEs studies distinctly demonstrate that information sharing explained a strong relationship with customer satisfaction in SMEs in Rivers State. The significant results of the investigation anchored on the PPMC technique can be underscored that information sharing input to illuminating SMEs customers' satisfaction in Rivers State was as a result of the customer being exceedingly satisfied and enchanted as a result of the performance of products as detailed in the information sharing process of SMEs. This finding is in harmony with Witell *et al.* (2014) whose findings demonstrate that getting hold of customer information during new product development influences the profits from new offerings.

CONCLUSION

The general objective of this study is to evaluate information sharing and marketing effectiveness with focus on SMEs in Rivers State of Nigeria. It was found that, the relationship between information sharing and customer satisfaction is good. In reference to the research objectives set, the researchers assert that information sharing plays a very important role especially with respect to the SMEs industry because, if information is not accessible on time consumers will switch on to other brands and the firm will lose its market share and for this reason, a robust marketing effectiveness is the requirement of this industry. The study therefore concludes that there is a significant relationship between information sharing and marketing effectiveness of SMEs in Rivers State of Nigeria.

RECOMMENDATIONS

Below are practical recommendations that will yield substantial results in boosting SMEs marketing effectiveness:

1. Adoption and usage of information sharing that will enhance customer satisfaction in SMEs should be implemented by SMEs. That is, SMEs should be in position to continuously weigh the benefits that accrue from application of information sharing to ensure periodic redesign and improvement to attract customers' satisfaction.
2. SMEs should ensure strict adherence to their policies and guideline regarding the application of information sharing. That is the responsible SMEs should execute their duties in accordance with their policies to ensure marketing effectiveness.

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Assessment of Compulsory Entrepreneurship Education Policy on Start-Ups Intention among Undergraduates in North-Eastern Nigeria

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Abstract: *The Federal Government of Nigeria through its education Ministry and agencies introduced a mandatory entrepreneurship education for student in tertiary institutions regardless of areas of specialization. Over a decade down the line there is no study that systematically assess its implementation and impact at least in the Northeastern region. The present study made a modest attempt to assess the impact this program on students' attitudes and intention toward business start-ups. To achieve this objective, we adapted the theory of planned behaviour by dropping the subjective norm in the original theory and adding entrepreneurial knowledge offered in the classroom. Data were collected in six tertiary institutions including Universities, Polytechnics, and Colleges of education. A sample of 359 undergraduate, who were selected using multi-stage sampling technique participated in the study. Linear and multiple regressions were employed to determine the individual and collective effects of personal attitude and perception of control capabilities over entrepreneurial behaviour on students' intention to starting new business. Entrepreneurial. Results of the study showed that entrepreneurial knowledge offered in the classroom significantly influences students' personal attitude and perception of control capabilities over entrepreneurial engagement. These factors were in turn found to have significant effect on entrepreneurial intention. However, the study could not find any evidence to show that entrepreneurial knowledge offered in the classroom has direct impact on entrepreneurial intention. Recommendations and directions for future studies were offered.*

Keywords: *Start-ups intention, entrepreneurship education, Undergraduates, Northeastern Nigeria*

1. Introduction

Behavioural intention have been studied as the immediate predictor of actual behaviour in different context and validated across many disciplines especially in the field of psychology. It is found to be the single immediate predictor of actual behavior, particularly when the behavior is rare, difficult to observe, or involves unpredictable time lags, and involves some degree of planning process (Krueger et al., 2000), which is typical of entrepreneurial behaviour (starting a business). Bird (1988) defines intention as “a state of mind directing a person's attention (and therefore experience and action) toward a specific object (goal) or a path in order to achieve something (means)”. Drawing from Bird's definition, entrepreneurship intention can be said to be a state of mind that directs ones attention towards starting a business. Determining

entrepreneurship intention and the factors influencing it, therefore, serve as a means through which actual entrepreneurial behavior can better be understood.

The introduction of compulsory entrepreneurship education in Nigerian tertiary education institutions is borne out of the desire to inculcate positive mindset and intention towards entrepreneurship among undergraduates. Theoretically, scholars refer to entrepreneurship education as a specific knowledge that focuses on skills acquisition and attitude development with a view to preparing participants towards self-dependence. It instills into participants the ability to identify new trends and opportunities, the traits of risk-taking, innovation, and co-ordination of factors of production for the purpose of new value creation (Kanothi, 2010). Further, Entrepreneurship education is defined as “the whole set of education and training activities – within both formal and informal educational system that try to develop in the participants the intention to perform entrepreneurial behaviors, or some of the elements that affect that intention, such as entrepreneurial knowledge, desirability of the entrepreneurial activity, or its feasibility” (Linan, 2010).

Proponents of both classical and neo-classical economists believe that one of the surest way through which youth unemployment can be tackled is to encourage them to engage in entrepreneurial activities, as entrepreneurial activities boost human potentials, job creation, empower the underprivileged individuals, and grow the economy (Oluremi & Gbenga, 2011). The European Commission believes that an entrepreneurial-oriented society can be natured through entrepreneurship education, as it can effectively equip individuals with the necessary abilities to identify and convert opportunities in their environment into prosperous businesses.

It is consequent upon this premise that the recent past has witnessed a growing interest and emphasis on the need to encourage entrepreneurship programs in institutions of learning in order to inculcate entrepreneurship culture in students. For instance, the European Commission recommended to all its members to integrate enterprise courses in programs of study at all levels from the primary to university education in addition to specific strategies already initiated by the northern European region (The European Commission, 2010). Furthermore, the World Bank also advocated that entrepreneurial education, if well-developed could help in tackling the growing unemployment, and poverty in developing countries, particularly sub-Saharan Africa. It is believed that higher institutions of learning would aid the development of entrepreneurial mindsets, talents, positive attitude, and intention toward entrepreneurial activities among students, through well-tailored entrepreneurship education (World Bank, 2013).

This was earlier envisaged, when the Nigerian Government, through its relevant ministries and agencies directed that entrepreneurship be taught as a mandatory course for all students in the universities, polytechnics, and colleges of education, regardless of students’ departments or area of specialization. The program, which took effect in the 2007/2008 academic year, was intended to avail students the opportunity of gaining both theoretical and practical knowledge of entrepreneurship.

The policy thrust of the mandatory entrepreneurship education was to provide undergraduates with the required entrepreneurship abilities and positive entrepreneurial attitude, so that they can target entrepreneurial career in the future. It is expected that quite a large number

of graduates would acquire adequate entrepreneurship capacities through the program in the first few years, out of which appreciable percentage of the graduates would presumably start their own businesses.

However, over a decade since the launching of the mandatory entrepreneurship education initiative, youth unemployment has been rising at an alarming rate. Nigerian graduates are seemingly interested, but yet to embrace business as a professional option; they are apparently more attracted to salaried jobs that are virtually non-existing. This does bring to question, the effectiveness of the compulsory entrepreneurship education program in yielding the desired objectives. Hence, we raised the following research questions:

RQ1- Does EE plays any role in developing positive attitude towards entrepreneurship among undergraduates in Nigeria?

RQ2- Does EE improve entrepreneurial capabilities and confidence of Nigerian undergraduates?

In the light of above background and the research questions raised, the study has been divided into following sections. Section II deals with conceptual clarifications and empirical Literature Review and the identified gap; Section III deals with Design and Methodology; Section IV deals with Data Analysis and findings; Section V deals with Discussions-implications of the study, limitations and directions for future research.

2. Conceptual Clarifications and Empirical Literature Review

Many studies on factors influencing entrepreneurial intention have routinely used personal characteristics and other demographic variables. This approach to understanding entrepreneurship intention has, however, been criticized based on the premise that personality attributes, beliefs, and attitudes are not always static; they change with exposure to events, especially real-world entrepreneurial experience or simulation in an entrepreneurship education class. The drawback of this approach is that researchers collect data on an entrepreneur after they are exposed to entrepreneurship event under the assumption that traits and attitudinal beliefs do not change.

Thus, the present study adapts the Ajzen's theory of planned behaviour, which is the most dominant intention models used in entrepreneurship studies. Ajzen's TPB postulated that intention is the immediate antecedent of planned human behavior and intention itself is preceded by personal attitude toward, subjective norm, and perceived behavioral control. Attitude toward a given behavior is the product of expected outcome of the behavior and the positive or negative evaluations of the outcome. Drawing from this definition, **attitude toward entrepreneurship** is, therefore, the level of favorably or unfavorably disposition towards entrepreneurship, which is formed by the student's conviction about the possible prospects of entrepreneurship and their appraisals. Thus, favorable evaluations of the prospects lead to a favorable attitude towards entrepreneurship and vice-versa. Perceived behavioral control refers to beliefs about the presence of factors that may facilitate or impede the performance of a given behavior. The behavior in the present study is **entrepreneurship, therefore, perceived control over entrepreneurship** indicates the feeling of having or not having the personal abilities and confidence towards a successful entrepreneurship career. Kanothi (2010) in his conceptualizations, agreed that **entrepreneurship education** is a specialized program, which instills into students, the abilities

to fully understand the challenges of life as they are and explore developments and opportunities, in the environment to appropriately respond to the challenges in all facets of life. Entrepreneurship education as the independent variable in the present study is modelled as a precursor to two of the three immediate antecedents of intention (personal attitude and perceived behavioral control).

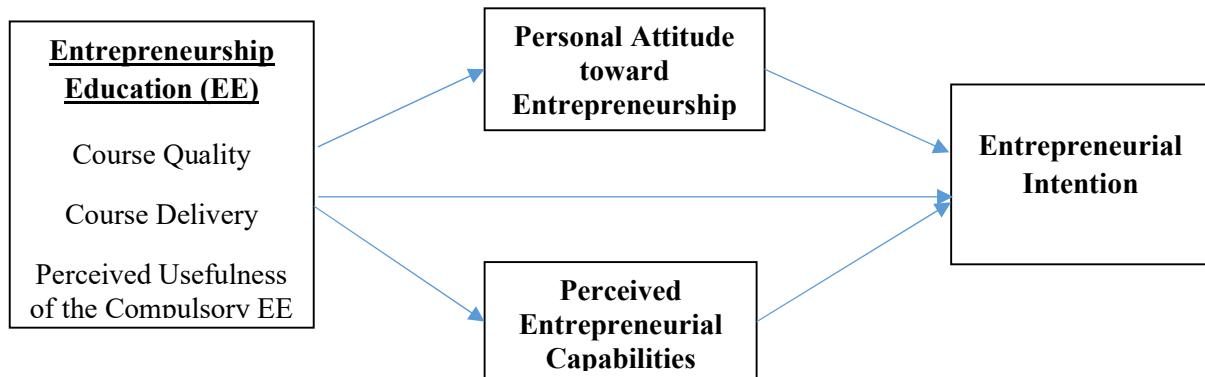


Figure 1. The conceptual research model

2.1 Entrepreneurship education and entrepreneurial intention

While many scholars in the field of entrepreneurship simply described entrepreneurship, others focused on the content of entrepreneurship education or the impact of courses by comparing takers and non-takers of entrepreneurship courses.

In the present study, entrepreneurship education is modeled as an influencer of entrepreneurial intention directly and indirectly through attitude and perceived behavioural control (capabilities) components of the Theory of Planned Behaviour. Although few studies (e.g. Karali, 2013) showed that the impact of entrepreneurship education on entrepreneurial intention is mediated by all the three components of the TPB, a good number of scholars who studied these relationships demonstrated that entrepreneurship education impact upon entrepreneurial intention through only attitude and perceived control over entrepreneurial behaviour.

While some of these studies reported negative effect, quite a number of them showed that entrepreneurship education positively affects attitude and perceived control over entrepreneurial behaviour. On the negative side, for instance, (von Graevenitz, Harhoff, & Weber 2010) observed that education lessens the entrepreneurial desire of the individual. The argued that when business schools teach their students to be too analytic, problem-conscious and risk-averse, they scare them from establishing new business ventures. Instead, they prepare them for jobs in corporations and suppress creativity and entrepreneurship. Oosterbeek, van Praag, and Ijsselstein (2010) in a similar study found that the entrepreneurship education programme had no positive impact on entrepreneurial intentions, this result, according to the authors may not be unconnected with the fact that participants for the study were drawn from a university where entrepreneurship education programme was compulsory for certain degree program. Similarly, Aslam et al. (2012), Ramayah et al. (2012) reported that entrepreneurship education does not statistically significant impact on attitude toward entrepreneurship and the other components of

the theory of planned behavior. Abina, Oyeniran, and Oniskosi (2015) found that entrepreneurship education does not have significant impact on entrepreneurial intentions in Nigeria; yet, other studies (e.g. Ibrahim, 2014) showed that entrepreneurship education have positive impact on entrepreneurial intention. However, these studies were largely limited by scope and methodological issues as they concentrated on very small samples in a particular geopolitical region, and were not based on known theoretical framework used by most scholars in entrepreneurial intention studies.

On the positive side, Giacomini et al. (2011) assert that people's entrepreneurial inclination actually increases with education. This assertion is in line with several empirical investigations. For instance, an empirical investigation of the role of university entrepreneurship programs in developing students' entrepreneurial leadership competencies in Malaysia revealed that university entrepreneurship programmes significantly contribute in the development of students' personal leadership qualities, entrepreneurial leadership learning opportunities, interpersonal leadership competencies and link students to the world of entrepreneurial venturing (Bagheri, Akmaliah & Pihie, 2013). Similarly, Pruett et al. (2009) and Indarti et al. (2010) pointed out that one of the main barriers for entrepreneurial intention among students is the lack of knowledge in management, business, accountancy and other administrative topics, which can be overcome through proper education. They also observed that entrepreneurship education, especially education that provides technological training is crucial to enhance entrepreneurs' innovation skills in an increasingly challenging environment. This view was also shared by Rauch and Frese (2010), who argue that entrepreneurial education can enhance an individual's creativity, flexibility and ability to respond to changing situations and thus contribute to innovative behaviors.

Likewise, in a study of the impact of college entrepreneurial education on entrepreneurial attitudes and intention to start a business in Uganda using a longitudinal design in which college students responded to a questionnaire before and after they undertook an entrepreneurial education course, Byabashaija (2011) found that attitudes toward entrepreneurship as a career choice changed during the period the students were subjected to entrepreneurship education as all the attitude variables show statistically significant positive changes after the entrepreneurship course.

In the same vein, Diaz-Garcia, Saez-Martinez and Jimenez-Moreno (2015) assessed the impact of the Entrepreneurship education programme on participants' entrepreneurial intentions using control group. Their study revealed that participants in the programme had higher levels of self-efficacy and entrepreneurial attitude at both moments in time than non-participants. The participants in the programme also had a less optimistic perception of the economic climate, although this difference disappeared in the follow-up questionnaire. Entrepreneurial intention was significantly higher for the participants in comparison to the control group after the six-month period. Ramoni et al. (2016) also found overwhelming evidence that taking two or more core entrepreneurship elective courses positively influenced the attitude and intention to become an entrepreneur both at the time of graduation and long afterward.

Several other studies conducted across different cultural context with similar focus showed that entrepreneurship education correlates positively with students' intention towards

founding new businesses. Such studies include Autio et al. (2001) Scandinavia and the US, Kuttim et al. (2014), Europe, including Spain (Linan, 2005), Germany (Tegtmeier, 2012), and Netherlands (Karali, 2013). Studies in Egypt (Hattab, 2014), South Africa (Malebana, 2014), in Malaysia (Bagheri et al., 2014) among others, all shared similar or the same results.

However, Sanchez (2011) observed that entrepreneurship education may not necessarily leads to the formation of entrepreneurial intention. He believes that what can change the entrepreneurship intentions of students during education programs is not what people learn about entrepreneurship itself, but rather what they learn about themselves and their own capabilities. As such, it can be right to say that entrepreneurship education does influences entrepreneurial intention mostly through attitude, and perceived confidence or control over entrepreneurial behaviour.

2.2. Attitude and entrepreneurial intention

Studies (e.g. Kuttim et al., 2014; Malebana, 2014) showed that attitude influence entrepreneurial intention; they revealed that the respondents' outlook in terms of prospects for self-employment is positive, and the TPB's antecedents of intention appeared to have explained a significantly higher portion of the variance in their intent for entrepreneurship. They, however indicates more specifically that attitude toward entrepreneurship was the most significant predictor of entrepreneurial intention. This holds true considering the Ajzen's theory of planned behaviour, which stated that an individual's attitude toward a given behaviour is a function of the individual's beliefs that performing a given behavior will result in certain outcome, usually weighted by the desirability of the outcome; desired outcome leads to positive attitude and then intention.

2.3. Perceived control over entrepreneurial behavior and entrepreneurial intention

Theoretically, authors linked self-efficacy (perceived control/capability over a behaviour) to managerial and entrepreneurial phenomena. For instance, Bandura (1977) showed that correlations between self-efficacy and career intent range is positive they observed self-efficacy (PBC) to be a better predictor than most personal traits used in entrepreneurship research, such as locus of control. Bandura (1986) also linked self-efficacy to initiating and persisting at behavior under uncertainty, to setting higher goals, and reducing threat-rigidity and learned helplessness. He added that when people are faced with setbacks, self-efficacy influence our choices, enthusiasm, effort and perseverance, meanwhile it could also affect our faith to successfully achieve the target. Further, Delmar and Davidson (2000) believed that self-awareness is one of the important characteristics of the decision of starting a new business by individuals, the concept of self or consciousness is the prototype of the self-efficacy theory. They pointed out that once self-efficacy in any skill is internalized by the individual. Confidence encourages the individual to accept greater challenges, and succeeding in them reinforces his/her perception of efficacy, creating a spiral effect that improves self-efficacy even more.

Empirically, Hattab (2014) showed that a spiraling increase in self-efficacy, obtained particularly through entrepreneurship education, can cause entrepreneurial attitudes to increase over time. Similarly, Izquierdo and Buelens (2018) found evidence that entrepreneurial self-efficacy mediates the relationship between the students' perceived competencies for

entrepreneurship and their intentions to new venture creation, suggesting that individuals who self-reported higher on competencies for entrepreneurship each reported higher levels of entrepreneurial self-efficacy and, in turn, more entrepreneurial intentions. In a study entrepreneurial intent among Romanian students, Shook and Bratianu (2010) found that self-efficacy and the desirability associated with creating a venture were positively related. They also showed that a person's intentions to create a new business will be strongest when he or she has a high degree of self-efficacy resulting from mastery experience, entrepreneurial role model, social persuasion, and a high degree of goal setting. Similarly, Yushua and Changpin (2014) pointed out that Self-Efficacy primarily works in the viability of entrepreneurial cognition. These authors suggested that only if people have enough faith in entrepreneurship and confidence in entrepreneurial success, that would produce a stable tendency of entrepreneurship, otherwise it can only be a short impulse of entrepreneurship that is only a desire for entrepreneurial cognition.

Generally, the extant literature suggests that scholars have attempted to address the issues raised in the introductory part of this study. However, generalizing such studies to the area of the present study may not be justified as the studies were conducted in different countries with contrasting cultural backgrounds when compared to Northeastern Nigeria. The few studies conducted in Nigeria focused on the Southern part (e.g. Okeke, 2016) and the authors have not used any known behavioral intention models, particularly the Ajzen's Theory of Planned Behaviour or Shapero's Model of Entrepreneurial Event, both of which have been proven as having the capabilities to predict entrepreneurial intention. Therefore, the methodologies adopted in the studies were not systematic enough to allow for generalization. Hence, the present study attempts modestly to fill these identified gaps by University, Colleges of education, and Polytechnics in Northeast Nigeria.

3. The Objectives of the Study

The main objective of the study is to assess the impact of the implementation of entrepreneurship education policy on entrepreneurial intention among higher education students in Nigeria. The specific objectives are:

- i) to examine the effect of entrepreneurial knowledge on attitude towards entrepreneurship among undergraduates in Northeastern Nigeria.
- ii) to examine the effect of entrepreneurial knowledge on perceived entrepreneurship capabilities among undergraduates in Northeastern Nigeria.

4. Hypotheses

HO1: Entrepreneurship education does not have significant impact on students' entrepreneurial attitude

HO2: Entrepreneurship education does not have significant impact on students' perceived entrepreneurship capabilities

5. Methodology

5.1 Target Population

The present study targets final year (2020/2021 academic year) students of tertiary institutions. The choice of this population is informed by the belief that studying entrepreneurship by surveying people, who have not been exposed to entrepreneurship instead of drawing a sample from a population of successful or current entrepreneurs may reduce data-biases. This is in line with Carter et al. (2003), who observed that it is more appropriate to study entrepreneurial intention phenomena prior to its occurrence, otherwise, responses may be biased to justifying successful entrepreneurship. Therefore, university, polytechnic, and college of education students, who may or may not have interest in entrepreneurship, are suited to this study. The participants were drawn among final year students because it is the time they are expected to start contemplating different occupational decisions as they enter the labor market. Such samples, in the opinion of Krueger, et al (2000) clearly comprise subjects with wide-ranging intentions and attitudes toward entrepreneurship. Their minds may not have coalesced yet with details of a business, but wider career intentions.

5.2 Instrument

The questionnaire which consisted of different scales for assessing the variables under investigation was developed by the researchers in strict compliance with Krosnick, and Presser (2010) recommendations for optimal questionnaire design as well as Azjen's operational description of the constructs of the Theory of Planned Behaviour. In line with Zikmund et al. (2009), the validity of the data collection instrument used in the present study was assessed five three professors (expert) in entrepreneurship domain. The experts scrutinized and determined the all-inclusiveness of the variables under investigation and offered useful suggestions on clarity and some misconception, which resulted in the elimination of few ambiguous statements, double-barreled and irrelevant questions. They also suggested a few additional questions and statements. Cronbach alpha coefficient, which is the prevalent technique used in the social sciences for testing internal consistency (Drost, 2011) was applied in the present study. The Cronbach alpha coefficients from 0.725 to 0.798 for all the variables under investigation. The final instrument was then pilot-tested final year students ($n = 80$). The participants in pilot study were randomly drawn from three out of the six institutions

5.3 Sampling and Data collection

Data were collected in 18 tertiary institutions (universities, polytechnics, and colleges of education) in the northeast Nigeria. We adopt multistage sampling procedure to select the institutions. This process is shown in table 1. We first obtained approval from the staff members responsible in all selected institutions and questionnaire were administered to students during timed classes. About 405 students participated in the study. This was reduced to the absolute samples size 359 after data cleaning. The sample size was determined using Saunders et. al (2009) table of absolute samples sizes at 5% error margin.

Selected states in the Northeast Nigeria	Selected Tertiary Institutions	Selected Schools/Faculties (Strata)	Population as per Sampling frame	Sample Size
<u>North-East</u> Borno State	Kashim Ibrahim College of Edu (KICOE)	A (Vocational studies) B (Sciences) C (Arts)		
	Ramat Polytechnic Maiduguri (RAMPOLY)	A (Management Sci) B (Sciences) C (Vocational studies)		
	University of Maiduguri (UNIMAID)	A (Arts) B (Social & Mgt Sci) C (Sciences)		
Gombe State	Gombe State Polytechnic (GSP)	A (Management Sci) B (Sciences) C (Vocational studies)		
	Gombe State University (GSU)	A (Arts) B (Social & Mgt Sci) C (Sciences)		
	College of Educ. Technical Gombe (COETG)	A (Vocational studies) B (Sciences) C (Arts)		

Table 1. Multi-stage sampling procedure

5.5 Analysis and Findings

First, an exploratory analysis was carried out to check for normality of the data, check of for outliers as well as to clean the data of errors. Both descriptive and inferential statistics such as the Two-way ANOVA, Logistic regression, and multiple linear regression will be used as per the objectives and variables in the study.

Table 2. Background Profile of the Respondents

Variables	Freq.	%	Mean	SD	Min.	Max.
Gender						
Male	198	55.2				
Female	161	44.8				
Age Group			24.63	3.22	17	35
17 – 25 years	204	56.8				
> 25 years	155	43.2				

Marital Status						
Married	65	18.1				
Not Married	294	81.9				
Type of Institution of Study						
University	138	38.4				
College of Education	97	27.0				
Polytechnic	124	34.5				

2.1 Gender: Table 2 indicates that the distribution of participants in the study, based on gender is fair. Out of the 359 undergraduates that took part in the investigation, male respondents constitute 55.23% (198). This means that female respondents constituted the remaining 44.8% (161). Male students, therefore, constitute the bulk of the respondents in the study.

2.2 Age Groups: The investigation shows that the age of the undergraduates that partook in the investigation ranged between 17 to 35 years. In this regard, the respondents, who are 17 – 25 years old constituted 56.8 (204) and those, who are 26 years and older were 53.2% (155). Considering the age mean score of 24.6 years (\approx 25 years) which falls within 17 – 25 and the standard deviation of 3.22 years, the average age respondents in the study is 25 years.

2.3 Marital Status: The analysis showed that the majority of the undergraduates, who took part in the study were not married (81.9%). About 65 respondents (18.9%) were single were married.

2.4 Type of Institution of Study: The analysis revealed that most of the students, who participated in the present study were drawn from the Universities (38.4%). Polytechnics students constitute the second highest with 34.5% representatives. Whereas students from colleges of education were the least represented with 27.0%. The population of students in the Universities are larger than those of Polytechnics and Colleges of education. Hence, the Universities students were expectedly the majority in the study because the total sample size were distributed proportionately based on the population sizes of final year undergraduates in the institutions.

2.5 Analyzing the sub-objectives I. to examine the effect of entrepreneurship education on attitude towards entrepreneurship among undergraduates in Northeastern Nigeria and II to examine the effect of entrepreneurship education on perceived entrepreneurship capabilities among undergraduates in Northeastern Nigeria.

These objectives are addressed using simple regression. The factor contributing to the two precursors to intention is the entrepreneurship education (taught courses). Therefore, the regression models of “attitude toward entrepreneurship (\hat{Y}_1); and perceived behavioral control (\hat{Y}_2) contains only one predicting variable namely; entrepreneurship education (X_1) as shown in the prediction equations below:

$$\hat{Y}_1 = b_0 + b_1X_1 + e_i \dots\dots\dots (1)$$

$$\hat{Y}_2 = b_0 + b_1X_1 + e_i \dots\dots\dots (2)$$

Where:

\hat{Y}_1 = attitude toward entrepreneurship

\hat{Y}_2 = perceived behavioral control

X_1 = entrepreneurial knowledge offered in classroom

e_i = Random error

The mathematical expression of the suggested hypotheses, which examine the soundness of regression models, are as follows:

H01a: $Y_1 = \beta_0 + e_i$

H1a: $Y_1 = b_0 + b_1X_1 + e_i$

H01b: $Y_3 = \beta_0 + e_i$

H1b: $Y_2 = b_0 + b_1X_1 + e_i$

The summary ANOVAs in Table 3.1, which shows the regression models indicate that the models 1 and 2 with one predictor were significant $F_{(1, 357)} = 38.176, p = .000$; and $F_{(1, 357)} = 97.318, p = .000$ respectively. This showed that the slopes of the models lines are not the same as zero. Thus, *H01a* and *H01b* have been rejected. The unstandardized coefficients in Table 4 have been used to construct the mathematical derivative of the regression equations for the two separate models are given as: $\hat{Y}_1 = 2.473 + (.330)X_1 + \text{Error}$ $\hat{Y}_2 = 2.130 + (.446)X_1 + \text{Error}$

Table 3.1 Summary ANOVA

“Model”		“Sum of Squares”	df	“Mean Square”	F	Sig.
1	Regression	5.008	1	5.008	38.176	.000 ^b
	Residual	46.830	357	.131		
	Total	51.837	358			
Model						
2	Regression	9.182	1	9.182	97.318	.000 ^b
	Residual	33.681	357	.094		
	Total	42.863	358			

Furthermore, the Model Summaries in Table 4 revealed the R-values and coefficients of determination values for the two separate outcome variables namely; “attitude toward entrepreneurship and perceived behavioral control” in relation to one predictor variable (entrepreneurial taught courses). Concerning attitude toward entrepreneurship, model 1 in Table 4 revealed an *R*-value of .311, which means that the teaching of entrepreneurship courses and entrepreneurial attitude correlates in a statistically significant manner and in a positive direction. This suggests that the independent variable (EE) could significantly predict the outcome variable. Expectedly, the R^2 value of .097 implies that about 9% of the variance in attitude toward entrepreneurship was accounted for by entrepreneurship education.

Table 3.2 Model Summary (ies)

Model	R	“R-Square”	“Adjusted R-Square”	“Std. Error of the Estimate”
1	.311 ^a	.097	.094	.362
Model				
Model 2	.463 ^a	.214	.212	.307

Predictors: (Constant), EE, ATE, PBC

Dependent Variable: EI

Similarly, the analysis showed a significant correlation (R-value of .463) between entrepreneurship knowledge taught in the classroom and the perception of entrepreneurship abilities (model 2). This certainly showed that the independent (EE) variable could significantly predict the outcome variable (PBC). This is confirmed by the R^2 value of .214, which indicates that about 21% of the variance in students’ perception of their entrepreneurship abilities was accounted for by entrepreneurship knowledge taught in the classroom

Table 3.3 Regression coefficients of effects of taught entrepreneurial courses on PA & PBC

		B	Std. Error	β	<i>t</i>	Sig.	LB	UB
Model 1	Constant	2.473	.190		13.042	.000	2.100	2.846
	Entrepreneurship Education	.330	.053	.311	6.179	.000	.225	.435
Model 2	(Constant)	2.130	.161		13.247	.000	1.814	2.447
	Entrepreneurship Education	.446	.045	.463	9.865	.000	.357	.537

“B: Unstandardized Coefficients; S.E: Standard Error; β : Standardized Coefficients; *t*: *t* – value; *p*: *p*-value”

The simple linear regression (models 1 & 2) showed that the effects of the independent variable on the outcome variable in both the models are statistically significant. Specifically, Model 1 revealed that entrepreneurship knowledge taught in the classroom and entrepreneurial attitude significantly correlates ($\beta = .311$, $t = 13.042$, $p = .000$). The standardized coefficient indicates that entrepreneurship knowledge explained about 31% of the variance in students’ entrepreneurial attitude. Hence **(HO1a) is rejected**. Therefore, there is enough evidence to conclude that the entrepreneurship knowledge taught in the classroom in Nigeria significantly influences the students' personal attitude about entrepreneurship.

Similarly, the regression analysis for model 2 indicates that taught entrepreneurship knowledge significantly influences subjective norm ($\beta = .463$, $t = 9.865$, $p = .000$). The standardized coefficient showed that taught entrepreneurship knowledge accounts for about 46% of the variance in students’ perception of their abilities to start and successfully manage a business. Therefore, the research hypothesis **HO1b**, which states that entrepreneurship knowledge taught in the classroom is not a significant predictor of perception of capabilities *is rejected*. The two models proved separately that entrepreneurial knowledge offered to Nigerian undergraduate significantly influences their entrepreneurial attitude and perception of personal abilities about entrepreneurship.

We went further to check the combined effect of the three variables using multiple regression. Therefore variables entered into the regression equation as contributors to intent for a business startup are entrepreneurial knowledge offered in the classroom, personal attitude about entrepreneurship, and perceived level of control over entrepreneurial behavior. Hence, the regression model of entrepreneurial intention (\hat{Y}) consists of three predictor variables namely; entrepreneurial knowledge offered in classroom (X_1), personal attitude (X_2), and perceived behavioral control (X_3). Hence, the prediction equation is as follows:

$$\hat{Y} = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e_i \dots\dots\dots(1)$$

Where:

\hat{Y} = *entrepreneurial intention*

X_1 = *entrepreneurial knowledge offered in classroom*

X_2 = *personal attitude toward entrepreneurship*

X_3 = *perceived level of control over entrepreneurial behavior*

e_i = *Random error.*

The proposed hypothesis, which assesses the strength of the entrepreneurial intention regression model, is expressed as follows:

$$H02: Y = \beta_0 + e_i$$

$$HA2: Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + e_i$$

The ANOVA summary (Table 3. 4) indicates that the regression model containing all the three predictor variables is statistically significant $F_{(3, 355)} = 58.283, p = .000$. This suggests there would be more than zero variance in the outcome variable consequent upon the change in the predictor variable, thus, **HO2 is rejected**. Based on the unstandardized coefficients in Table 4.3.3.4, the regression equation for the model is given by:

$$\hat{Y} = .890 + (.070)X_1 + (.371)X_2 + (.314)X_3 + \text{Error}$$

Table 3.4 Summary of ANOVA

Model		Sum of Squares	Df	Mean Square	F	P
1	Regression	16.909	3	5.636	58.283	.000
	Residual	34.332	355	.097		
	Total	51.241	358			

Dependent Variable: Entrepreneurial Intention, Sig = $p < 0.05$

Moreover, the Model Summary indicated significant multiple correlations between all the explanatory and the outcome variables (R -value = .574). This means that the explanatory variables are expected to influence the outcome variable significantly. As expected, the R^2 value of .324 confirms the significance of the effect. About 32% of the variation in the intent of Nigerian undergraduates, is accounted for, by the predictor variables entered in the regression equation.

Table 3.5 Model Summary

Model	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
1	.574	.330	.324	.311

Predictors: (Constant), EE, ATE, PBC

Dependent Variable: EI

Determination of the contribution of each of the independent variables:

HO2a: Taught entrepreneurial courses are not relatively important in predicting the business start-up intent of undergraduates in Nigeria.

HO2b: Attitude towards entrepreneurship is not relatively significant in predicting the intention of founding a new business among undergraduates in Nigeria.

HO2c: Perception of personal abilities towards an entrepreneurial career is not a relative predictor of the intent of founding a new business among undergraduates in Nigeria.

The regression analysis presented in Table 3.6 indicated that the contribution of entrepreneurial knowledge offered in the classroom to entrepreneurship intention is not statistically significant ($\beta = 0.066$, $t(355) = 1.331$, $p = 0.184$). Hence, there is no evidence to reject the null hypothesis **HO2a**. However, personal attitude about entrepreneurship is found to have statistically significant impact on intention to new venture creation ($\beta = 0.373$, $t(355) = 7.963$, $p = 0.000$). More specifically, the standardized coefficient (β) indicates that one unit change in entrepreneurial knowledge leads to about a 37% change in the intention for entrepreneurial activities among undergraduates in Nigeria. Moreover, the semi-partial or part correlation $.346^2$ (.119) indicates that entrepreneurial knowledge uniquely accounts for about 12% of the variance in students' intent for entrepreneurship, which cannot be accounted for, by other predictors in the model. Thus, hypothesis **HO2b is supported**.

The regression model also showed that students' perception of control over business venture (PBC) has a significant influence on students' intention to starting new business firms. The standardized regression coefficient and its associated values (p and t) indicate that perception of entrepreneurship abilities is relatively a significant contributor to the intention to starting a business ($\beta = 0.287$, $t(355) = 5.707$, $p = < 0.01$, $pr = 0.248$). The standardized coefficient (Beta weight) showed that a unit change in perceived behavioral control leads to about 29% change in entrepreneurial intention of Nigerian undergraduates. Further, the part correlation $.248^2$ (.0615) indicates that perceived behavioral control uniquely accounts for an additional 6% of the variance in students' entrepreneurship intent, which is not due to the existence of the other predictors in the model. Hypothesis **HO2c is supported**.

Table 4.3.3.4 Multiple Regression of the effects of EE, PA, & PBC on EI

		B	S. E	β	t	Sig	Partial	Part	Tolerance	VIF
1	Constant	.881	.218		4.041	.000				
	Entrepreneurial knowledge	.070	.053	.066	1.331	.184	.070	.058	.758	1.319
	Attitude towards entrepreneurship	.371	.047	.373	7.963	.000	.389	.346	.859	1.164

	Perceived Behavioral Control	.314	.055	.287	5.707	.000	.290	.248	.747	1.339
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Note: $R^2 = .574$; adjusted $R^2 = .324$; [$F_{(3,355)} = 58.283, p = .000$)] **DV:** Entrepreneurial Intention, B- Unstandardized Coefficients; S.E: Standard Error; β : Standardized Coefficients; $t = t$ – value; p : p – value

The multiple regression above evidently showed that attitude towards entrepreneurship accounts for the highest variation in the intent for entrepreneurship amongst the students. Hence, it is the highest contributor, when compared with the other predictors in the model. Perceived behavioral control is the second-highest contributor. However, entrepreneurial knowledge offered in the classroom failed to have statistically significant impact on students' intention towards starting new businesses. It is, however, worthy of note that the regression model consisting of all the three independent variables (i.e. entrepreneurial knowledge offered in the classroom, personal attitude towards entrepreneurship, and perception of personal capabilities toward entrepreneurship) as shown in the model summary, explained only about 32% of the variation in the intention to new firm creation amongst Nigerian undergraduates. It means that unknown factors outside the scope of the present study are expected to account for about 68%.

6.1 Discussion and Conclusion

The purpose of this study was assess the influence of entrepreneurial knowledge offered in the classroom to Nigerian undergraduates on the intention to starting their own businesses. We adapted the TPB model; the most successful and commonly used intention model to effectively accomplish this objective.

There are three key findings of the present study. Whereas an earlier study by the researcher using University undergraduates only showed that entrepreneurial education influence intention to founding new business directly and indirectly through Ajzen's antecedents of intention, the present study has shown that entrepreneurship knowledge compulsorily offered in Nigerian tertiary institutions does not have a statistically significant impact directly on intention to a business career. Other past researchers in Africa and other contexts with a similar focus have also found that that mandatory entrepreneurial education influences the students' intention to business startup (Oguntimehin & Olaniran, 2017; Malebana, 2016) and (Oosterbeek et al., 2010; VonGraevenitz et al., 2010) respectively.

However, the present finding found credence Zapeda (2015), who found no supporting evidence that compulsory entrepreneurship education significantly affects entrepreneurial intentions. These pattern of results is in line Ajzen's (1991) original theory. The TPB postulates that intention, which is the immediate predictor of any planned behaviour is in turn immediately preceded by attitude, subjective norm, and perceive behavioural control. The TPB added that other external factors could only affect intention through these immediate antecedents.

Secondly, in line with Karimim et al. (2016), Fayolle and Gailly (2015), and Manuere et al. (2013) who found in their separate studies that both elective and compulsory entrepreneurship education had significantly influence students' TPB's antecedents of intention, results of the present study also provide supporting evidence that entrepreneurial education does have significant influence on students' personal attitude and perception of control over entrepreneurial behaviour. In our view, one compelling interpretation for the present set of findings is that exposing students to entrepreneurship classes, especially experiential or innovative pedagogical approaches, where students had hands-on knowledge would foster positive attitudes, abilities,

and confidence towards entrepreneurship among participants. This finding may also be explained by the idea that a good knowledge of entrepreneurship through courses that enables interaction with successful entrepreneurs, and brings together students with strong motivation for entrepreneurship or interacting with lecturers who value entrepreneurial mindset would boost the participants' confidence to start and run business ventures. Thirdly, we showed that personal attitude towards entrepreneurship is the highest contributor to intention, followed by perception of control over entrepreneurship, then entrepreneurial education was not statistically significant. Taken together, the predictors accounted for about 32% of the variation in intention to founding business.

Our findings highlight 1) that compulsory entrepreneurship education policy is partially achieving the purpose of its introduction in Nigerian higher education institutions. 2) The finding of the study also confirms that tertiary institutions in Nigeria can serve as a vehicle to foster entrepreneurial attitude and entrepreneurship among the youth. 3) Since the result of the study is based on data from current students, who are just graduating or about to graduate, Nigeria would probably begin to see graduates that positive attitude towards entrepreneurship and are more willing to start their own businesses, given the opportunity and volitional control.

6.1 Limitations of study

One limitation of this study is that data are collected once (cross sectional design). Hence, we were not able to monitor the development of entrepreneurial intention of the participants before and through the entrepreneurship education offered in the classroom. This could only be achieved through longitudinal or pre and posttest study design. Another limitation of this study may be in terms of both sample size and scope as it focused on tertiary institutions in Northeastern Nigeria. Its findings, therefore, should cautiously be interpreted.

6.2 Contributions of the Study

Despite these limitations, results of our study offer significant contributions both in terms of theory and practice. By dropping subjective norm and adding entrepreneurial knowledge offered in classroom, the present study demonstrates that the theory of planned behaviour is open to modification and/or extension and is capable of predicting intention in different context. Further, the present study will serve as a reference point and a useful framework to guide prospective researchers in the field of entrepreneurship.

In practice, findings of the present study provides a deeper understanding of the nature of the correlation between entrepreneurial knowledge offered in classroom, students' personal attitude and their perception of entrepreneurship control factors as well as intention to startup. The Government, policymakers or institutions' administrators can particularly use the knowledge provided in the current study as a basis for evaluation and justification of the resources allocated for the program as well as for future interventions.

6.3 Directions for future research

Although this study made meaningful contribution to both theory and practice, its most unique contribution may be that it raise a variety of interesting questions for future study. In terms of future studies, it would be worthwhile to extend the current findings by examining the intention-behavior relationship as proposed by Ajzen's TPB in entrepreneurship domain. More studies based on longitudinal data and/or pre and post-test design are required to track students'

entrepreneurial intention development before, during, and after completing graduation. The present study has surveyed students taking compulsory entrepreneurship courses in the classroom. Future studies can compare the impact of compulsory vs voluntary entrepreneurship education on entrepreneurial intentions.

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Effect of Entrepreneurship Education on Entrepreneurial Intention among Students of Selected Polytechnics in North East, Nigeria

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Abstract: This study was conducted to investigate the impact of entrepreneurial education on entrepreneurial intentions among undergraduate students of Ramat Polytechnic Maiduguri, Federal Polytechnic Mubi and Federal Polytechnic Bauchi. The study aimed at determining the relationship between entrepreneurship education and entrepreneurial intentions among Higher National Diploma (HND) and National Diploma (ND) students. The study's independent variables were components of entrepreneurship education which include; attitude, entrepreneurship curricula, teaching methodologies, teaching environment and stakeholders' support system and the dependent variable is entrepreneurial intentions. Survey research design was adopted for the study and two structured questionnaires were used to elucidate data from two different samples including the main group (216 entrepreneurship educated students) which is made up HND level students of the Polytechnics and the control group (230) which is made up of ND level students that had little or no entrepreneurship education. Stratified sampling technique was used in making the selections for both groups in order to allow for fair representation of respondents from each department in the school for both groups. The collected data was analysed using both descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics (ANOVA, correlation and multiple regression) with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. The study found that there was significant difference between the entrepreneurial intentions of entrepreneurship educated HND level students and that of the control group whom are ND level students with little or no entrepreneurship educational background. The ANOVA result confirmed that there was significant difference between the mean values obtained for both, the mean values obtained also help confirm that entrepreneurship educated HND level students of Ramat Polytechnic, Federal Polytechnic Mubi and Bauchi were more inclined to venture into entrepreneurship based on their knowledge and trainings on entrepreneurship obtained from the Polytechnics. The mean obtained for the entrepreneurship educated HND level students of the Polytechnics, were higher than those obtained for the control group (ND level students) students. The descriptive (mean) and inferential statistics (correlation and multiple regressions) revealed that there were significant relationships between the dependent variable (entrepreneurial intention) and four (4) among the five independent variables (attitude, entrepreneurship curricula, teaching methodologies and teaching environment) studied. While stakeholders' support system was found to be insignificant in contributing to entrepreneurial intentions among the students of the Polytechnics.

Keywords: Entrepreneurial Intention, Entrepreneurship, Students, & Relationship

Introduction

Entrepreneurship is an important economic and social topic as well as an often-researched subject around the world (Fayolle & Gailly, 2008). According to Shane and Venkataraman (2000), entrepreneurship is an intentional and planned behaviour that can increase economic efficiency, bring innovation to markets, create new jobs, and raise employment levels. Many scholars have written widely on entrepreneurship and its potency to the development of

any given economy. The experiences of developed economies in relation to the roles played by entrepreneurship buttresses the fact that the importance of entrepreneurship cannot be overemphasized especially among the developing countries. In order to highlight its significance in relation to the growth and development of a given economy, entrepreneurship has been variously referred to as “source of economic growth”. This is because entrepreneurial activities have been found to be capable of making positive impacts on the economy of a nation and the quality of life of the people (Adejumo, 2000).

Studies have established its positive relationship with stimulation of economic growth; employment generation and empowerment of the disadvantaged segment of the population, which include women and the poor (Oluremi & Gbenga, 2011; Thomas & Mueller, 2000). Thus, entrepreneurship activities and innovative ingenuity in Nigeria have developed enterprises in the following areas: foodstuffs, restaurants, fast food vending, quarrying, germ stone cutting/polishing, power generations, haulage business (cargo & passengers), manufacturing and repairs of GSM phones, printing and selling of recharge cards, construction and maintenance of pipelines, drilling, refining by products, refuse collection/disposal, recycling, drainage/sewage construction job and machines and tools fabrications (Agbeze, 2012).

In all these studies, the recent shift in the domain of entrepreneurship research from investigation of entrepreneurial characteristics from ex-post facto perspectives to investigating ex-ante influences on entrepreneurial behaviour is evident. This shift is important particularly to curriculum designers and policy makers if the intention of including entrepreneurship studies on Polytechnic curricula is to augment post education incidence of entrepreneurship. To paraphrase Kennedy, Drennan, Renfrow and Watson, (2003), if programs and policies are to be developed to enhance entrepreneurial behavior, then a keen understanding of the factors that influence and shape an individual's intentions to go into entrepreneurship is critical. Nigeria is naturally endowed with entrepreneurship opportunities; however the realization of the full potential of these opportunities has been dampened by the adoption of inappropriate industrialization policies at different times. Several policy interventions that were aimed at stimulating entrepreneurship development via small and medium scale enterprises promotion, based on technology transfer strategy, have failed to achieve the desired goals as it led to the most indigenous entrepreneurs becoming distribution agents of imported products as opposed to building in-country entrepreneurial capacity for manufacturing, mechanized agriculture and expert services (Thaddeus, 2012).

Entrepreneurship is seen as a possible solution to global competition and corporate downsizing which has contributed to the problem of unemployment, especially among graduates (Ragayah & Smith 2005; Ooi 2008). Entrepreneurship would help the graduates develop their own careers and expand the job market by easing the current unemployment problem (Norasmah 2004). It was acknowledged by many researchers as a solution to the problem of unemployed graduates (Kamariah Yaacob & Jamaliah, 2004; Salmah 2006). The higher educational institutions started offering formal entrepreneurship education, and included it as one of the subjects in the curriculum of business and other courses; organising seminars, conferences, short courses and training for the students (Cheng & Chan 2004). The other promising entrepreneurial scene is the emphasis on human capital development namely; general education. Training programs involving IT skills of formal and informal education systems and collaboration between the stakeholders are essential. The roles of universities promoting entrepreneurship education and entrepreneurial skills to the students are increasing (Mohamed & Lim 2001).

Furthermore, government can influence the rate of entrepreneurship not only through legislation, but also through the educational systems. Education seems important for stimulating entrepreneurship because of several reasons (Sánchez, 2010). First, education provides individuals with a sense of autonomy independence and self-confidence. Second, education makes people aware of alternative career choices. Third, education broader the horizons of individuals, thereby making people better equipped to perceive opportunities, and finally, education provides knowledge that can be used by individuals to develop new entrepreneurial opportunities. The Consortium for Entrepreneurship Education (2008) states that entrepreneurship education is not just about teaching someone to run a business. It is also about encouraging creative thinking and promoting a strong sense of self-worth and empowerment. Through entrepreneurship education, students learn how to create business, but they also learn a lot more. A number of studies have attempted to measure the effect of entrepreneurship education on intentions, attitudes, and perceptions (Detienne & Chandler, 2004; Galloway Anderson, Brown & Wilson, 2005; Hindle &Cutting, 2002; & Peterman & Kennedy, 2003). Most of these impact studies on entrepreneurship education support the hypothesis that entrepreneurship education has a positive impact on entrepreneurial behavior and intentions (for example, Hassan Wafa, 2012; Liao and Gartner 2008; Wilson, Kickul & Marlino, 2007).

Entrepreneurship education implies all forms of knowledge delivery that seeks to empower the individual to create real wealth in the economic sector, thereby advancing the cause of development of the nation as a whole. Bassey and Archibong (2005) noted that the goal of entrepreneurship education is intended to empower graduates irrespective of their areas of specialization with skills that will enable them to engage in income yielding venture. It is a reorientation from being job seekers to job creators. Cotton, O’Gorman and Stampfi (2002) stated that the rationale for the inclusion of entrepreneurship curricula in universities is to help graduates to acquire increased understanding of entrepreneurship, equip them with entrepreneurial approach to the world of work and prepare them to act as entrepreneurs and managers of new businesses. The objectives of entrepreneurship education succinctly presented by the European Union (2002) include: “raising students’ awareness of self-employment as a career option, promoting the development of personal qualities that are relevant to entrepreneurship, such as creativity, risk taking and responsibility; and providing the technical and business skills that are needed in order to start a new venture”. It can be deduced that the exposure of Polytechnic students to entrepreneurial education will gear-up entrepreneurial drive in students and if properly packaged, can be a significant factor in reducing the chronic unemployment syndrome among graduate, it is a considered opinion that national entrepreneurship development would be very important to achieving a nationwide economic development.

It is obvious that the type of education being offered in most of our tertiary institutions produce graduates that are grossly unfit to meet the demands of the present world of work. Unemployment of graduates from Nigerian tertiary institutions has become a major concern for the nation. The time lag between graduation and employment dates continue to lengthen causing frustration for the concerned graduates. However, one viable option is to be employed by self. Tertiary institutions have embraced entrepreneurship education programme with the

hope that it will equip their products with skills necessary to start their own businesses. This is sequel to the directives by Federal Government of Nigeria to all tertiary institutions, to offer entrepreneurship education courses so as to enhance the skills' acquisition of tertiary education graduates for self-employment. Intention is seen as the best predictor of entrepreneurial behaviour, starting a business is not an event, it is a process which may take many years to evolve and come to fruition. Intentionality is, thus, grounded on cognitive psychology that attempts to explain or predict human behaviour. It is seen that behavioural intention results from attitudes and becomes an immediate determinant of behaviour. Entrepreneurial intention is a major determinant of the action of new venture creation moderated by exogenous variables such as; family background, position in one's family, parents' occupation, education and training. Intention is a key concept when it comes to understanding the reason for individual's careers (Franco, Haase & Lautenschlager, 2010). This is particularly true for explaining the decision to start up new venture, where the entrepreneurial intention has been considered a chief element.

RESEARCH METHODOLOGY

This chapter discusses the research methodology. Under the research methodology the researcher discusses the research design adopted for the study. Also, under this section, the population, sample and sampling technique methods of data collection, research instruments of data collection and method of data analysis were discussed. The data analysis method were include the descriptive and inferential analysis. Operationalization of variables were done and summarized in a table; while the model specification is represented.

Research Design

To address the research problem, the survey research design was adopted for the study. This type of design is most preferred because it is concerned with the statistics that result from data collected from a number of individual/groups cases (John & Kahn, 2008). Under this design, the study employed cross-sectional survey which according to Asika (2009) is geared towards collecting data to answer research questions or explain the relationship among variables. In a cross-sectional survey, data is collected at one point in time from a sample to depict a population (Babbie, 1990). This is supported by Leedy and Ormrod (2001) who argued that cross-sectional survey is useful to identifying "the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. Thus using the survey design, statistical tools can be used to test the relationship between the study's independent variables (entrepreneurship education components; attitude, entrepreneurship curricular, teaching method, teaching environment and stakeholder support system) and entrepreneurial intention (Creswell, 2009). See table 3/1 for summary of variables to be analysed.

Table 1.1 Summary of Variables

Variable Type	Variable	Proxy	Measures
Independent Variable	<i>Entrepreneurship education</i>	<p>Attitude</p> <p>Entrepreneurship curricula</p> <p>Teaching methodologies</p> <p>Teaching Environment</p> <p>Stakeholders support system</p>	<p>Attitude towards money, change and competitiveness (Lim & Teo, 2003; Shane, Locke & Collins; Franle and Luthje, 2004).</p> <p>Curriculum, learning and training models (Gibb 2002; Solomon, 2007).</p> <p>Theories, models and methods of teaching (Kuratko, 2003).</p> <p>Roles and teaching environment of the Polytechnic (Storey, 2000; Nurmi & Paasio, 2007).</p> <p>The group that supports entrepreneurial activities; government, financial institutions, and parents (Ali, 2001; Storey, 2005; Fehr & Hishigsuren, 2006).</p>
Dependent Variable	<i>Entrepreneurial Intentions</i>	Venture decision	<p>Likelihood of a person becoming self-employed and cognitive inclination to pursue entrepreneurial career after graduation (Steward & Roth, 2001; Armitage & Conner, 2001; Peterman and Kennedy, 2003).</p>

Model Specification

The model for this study was represented as follows:

$$Y = \beta_0 + \beta_1 \text{ATT} + \beta_2 \text{ENC} + \beta_3 \text{TEM} + \beta_4 \text{TEE} + \beta_5 \text{SSS} + \varepsilon$$

Where

Y = Entrepreneurial Intentions

β_0 = Constant

$\beta_1 - \beta_6$ = Regression Coefficients

ATT = Attitude

ENC = Entrepreneurship Curricula

TEM = Teaching method

TEE = Teaching Environment

SSS = Stakeholder Support System

ε = Error term

For this research, the equation above shows the relationship between independent variables (Attitude, Entrepreneurship Curricula, Teaching method, Teaching Environment and Stakeholder Support System) that influence entrepreneurial activities in Nigeria.

PRESENTATION OF GENERAL BACKGROUND DATA OF RESPONDENTS

Table 2.1 Rates of Return for the Questionnaire Administered

Groups	No. of Copies of Administered	No. of Copies of Questionnaire Completed	% of Copies of Questionnaire Completed	No. of Copies of Questionnaire not Completed
Entrepreneurship Education Group (HND level)	216	210	97.2%	6
Control Group ND level	230	220	95.7%	10
Total	446	430		16

According to the result presented above, the rates of return for the questionnaires administered, showed that 210 out of the 216 questionnaires administered to the “Entrepreneurship Education Group” were returned valid which was 97.2 percent and reasonable enough for the analysis. Also, the result confirms that 220 out of the 230 questionnaires administered to the “Control group” were returned valid which was 95.65 percent and reasonable enough for the study’s analysis.

Table 2.2 Determining Respondents Age Distribution

Age Category	Frequency for Main Group	Percentage for Main Group	Frequency for Control Group	Percentage for Control Group
Below 25	45	21.4%	182	82.7%
26 - 35	105	50%	30	13.6%
36 – 45	60	28.6%	8	3.8%
Above 45	0	0%	0	0%
Total	210	100%	220	100%

The result above shows the age distribution for the categories of respondents of the survey. According to the survey, the main group (HND level students) had majority of its members within the age categories 26-35 years (N: 105) which was 50 percent and 36-45 years which had 28.6 percent (N:60), while the least percent of 21.4 percent(45) was obtained for age below 25. In contrast, the control group (ND level students) had its highest percent of about 82.7 percent (N:182), within the age category below 25 years and the few of them about 13.6 percent (N:30) within the age 26-35 years, while the least of about 3.8 percent (N:8) was obtained for age category 36-45 years. It could be observed that the HND level students who are the main group, belonged more to the highest age categories (26-35 and 36-45 years) than the control group who are ND level students and were mostly within the age below 25 years.

Table 2.3 Determining Respondents' Gender Distribution

Gender	Frequency for Main Group	Percentage for Main Group	Frequency for Control Group	Percentage for Control Group
Male	121	57.6%	142	64.5%
Female	89	42.4%	78	35.5%
Total	210	100%	220	100%

According to the result presented above, the male gender had more respondents than the female respondent for both groups. The main group (HND level students) had 57.6 percent male and 42.4 percent female, while the control group (ND level students) had 64.5 percent male and 35 percent. This result is normal, since it is expected to find more male than female in some of the tertiary institutions in Nigeria, because the socio-cultural environment of some Nigerian societies allows for discrimination based on gender inequality (educating female children are regarded in some societies as waste of resources).

Table 2.4 Determining Respondents' Religion Distribution

<i>Religion</i>	<i>Frequency for Main Group</i>	<i>Percentage for Main Group</i>	<i>Frequency for Control Group</i>	<i>Percentage for Control Group</i>
Christian	112	53.3%	115	52.2%
Muslim	95	45.2%	101	45.9%
Others	3	1.4	4	1.9
Total	210	100%	220	100%

From the result presented above, it could be observed that the highest percentage was obtained for Christian as respondents' religion (Main group: 53.3 percent; Control group: 52.2 percent), this was closely followed by Muslim (Main group: 45.2 percent; Control group: 45.9 percent). The least percentage was obtained for others (Main group: 1.4 percent; Control group: 1.9 percent). The result generally showed that the major religious groups were fairly represented.

Table 2.5 Determining Respondents' Parent Employment Status Distribution

<i>Religion</i>	<i>Frequency for Main Group</i>	<i>Percentage for Main Group</i>	<i>Frequency for Control Group</i>	<i>Percentage for Control Group</i>
Employed	142	67.6%	137	65.2%
Self-Employed	61	29.1%	70	31.8%
Unemployed	7	3.3%	13	5.9%
Total	210	100%	220	100%

The result presented above shows that the highest percentage was recorded for employed as respondents' parent employment status for both groups (Main group: 67.6 percent; Control group: 65.2 percent), this was followed by self-employed (Main group: 29.1 percent; Control group: 31.8 percent). Unemployed had the least percentage (Main group: 3.3 percent; Control group: 5.9 percent). Generally the result showed that the respondents in the main group have the highest percentage of employed parent, while those in the control group have the highest percentage of self-employed parents.

Table 2.6 Determining Academic Performance of Respondents

Age Category	Frequency for Main Group	Percentage for Main Group	Frequency for Control Group	Percentage for Control Group
Excellent	16	7.6%	22	10%
Good	104	49.5%	112	50.9%
Fair	65	30.9%	70	33.3%
Poor	25	11.9%	16	7.6%
Total	210	100%	220	100%

The result above shows the academic performance for the categories of respondents of the survey. According to the survey, the main group (HND level students) had majority of its members within the “Good” performance level (N:104) which was about 49.5 percent and the least percentage was realized for “Excellent” which had 7.6 percent. For the control group, the highest percent was also recorded for “Good” performance which had 50.9 percent and the least was recorded for “Poor” which had 7.6 percent.

Determining Respondents’ Attitude Towards Entrepreneurship

Table 2.7 Determining the Influence of Attitude of Entrepreneurship Educated Students on their Entrepreneurial Intention

Items	Mean	St. Dev.
I will like to be an entrepreneur so that I can become rich	4.28	0.63
I will make more money if I create my own job	3.95	0.96
I would rather create a new firm than become an employee of an existing one	4.02	1.30
I need constant change to remain motivated, even if this would mean higher uncertainty	3.56	0.83
I like to be an entrepreneur because of its competitive nature	4.20	0.53
The entrepreneurship education given to me in the Polytechnic have developed me well to compete with other businessmen	4.84	0.74
Cumulative Mean	4.14	

The result for “Determining the Influence of Attitude of Entrepreneurship Educated Students to Entrepreneurial Intention” as presented above in table 4.7, showed that all of the obtained mean were within the range of agreement (3.5 – 4.4: Agree; 4.5 -5.0 Strongly Agree), this implies that respondents generally agreed with the items provided in the survey. It also shows that

respondents have good attitude towards entrepreneurship. The cumulative mean obtained (4.14) falls within the range of agree (3.5 – 4.4: agree).

Table 2.8 Determining the Influence of Attitude of Control Group on their Entrepreneurial Intention

Items	Mean	St. Dev.
I will like to be an entrepreneur so that I can become rich	4.10	0.47
I will make more money if I create my own job	2.46	0.38
I would rather create a new firm than become an employee of an existing one	2.61	0.93
I need constant change to remain motivated, even if this would mean higher uncertainty	3.16	0.83
I like to be an entrepreneur because of its competitive nature	3.17	0.81
I am well developed to compete with other business men	2.36	0.72
Cumulative Mean	2.9	

The result presented above in table 4.8 is for “Determining the Influence of Attitude of the Control Group to Entrepreneurial Intention”, according to the result, most of the respondents disagreed with the items provided in the survey as the mean obtained mostly fell within (1.5 – 2.4: Disagreed; 2.5 – 3.4 Undecided). This implies that they did not agree with the provided items. Although one of the items; “I will like to be an entrepreneur so that I can become rich” had a mean of 4.10 which was in agreement. The results presented in table 4.7 and 4.8 generally indicate that the entrepreneurship educated group have better attitude towards entrepreneurial intention than the control group. The cumulative mean obtained (2.9) falls within the “undecided” range (2.5 – 3.4). This shows that the control group are not in agreement with the items for attitude provided in the survey.

Determining the Influence of Entrepreneurship Curricula of Entrepreneurship Educated Students on Entrepreneurial Intention

Table 2.9 Determining the Influence of Entrepreneurship Curricula of Entrepreneurship Educated Students on their Entrepreneurial Intention

Items	Mean	Std. Dev.
The subject of entrepreneurship interests me very much because of interactive learning.	3.95	1.06
I have a better understanding about business as a result of taking up the entrepreneurship course.	4.68	0.74

I developed entrepreneurship skills through the course program.	3.89	0.59
The entrepreneurship course programme increased my interest in entrepreneurship	4.53	0.74
Cumulative Mean	4.26	

The table above presents result for “Determining the Influence of Entrepreneurship Curricula of Entrepreneurship Educated Students on their Entrepreneurial Intention”. The result obtained showed that all of the items provided in the survey had mean values that fall within the agreement range (3.5 – 4.4: Agree; 4.5 -5.0 Strongly Agree), this implies that respondents generally agreed to the items provided in the survey. It also indicates that ‘Entrepreneurship Curricular’ influences entrepreneurial intention. The highest mean value (4.68) was obtained for “I have a better understanding about business as a result of taking up the entrepreneurship course”, while the least mean value (3.89) was obtained for “I developed entrepreneurship skills through the course program”. The cumulative mean obtained (4.26) falls within the agree range (3.5 – 4.4).

Determining the Influence of Teaching Methodologies of Entrepreneurship Educated Students on Entrepreneurial Intention

Table 2.10 Determining the Influence of Teaching Methodologies of Entrepreneurship Educated Students on their Entrepreneurial Intention

Items	Mean	Std. Dev.
The methods introduced by the instructors for the entrepreneurship courses increased my interest in the course.	4.46	0.93
The lecturer teaches a comprehensive business plan model for the subject.	3.95	0.73
Practical sessions help a lot in understanding the entrepreneurship subject.	4.12	0.47
The lecturers have an excellent way of presenting the entrepreneurship courses.	3.57	0.63
Cumulative Mean	4.03	

The result presented in the above table, shows “The Influence of Teaching Methodologies of Entrepreneurship Educated Students on their Entrepreneurial Intention”. According to the result, all of the items provided in the section of the survey had mean values within the agreement range (3.5 – 4.4: Agree; 4.5 -5.0 Strongly Agree), this implies that respondents generally agreed to the items provided in the survey. It also indicates that ‘Teaching Methodologies’ influences entrepreneurial intention. The highest mean value (4.46) was obtained

for “The methods introduced by the instructors for the entrepreneurship courses increased my interest in the course”, while the least mean value (3.57) was obtained for “The lecturers have an excellent way of presenting the entrepreneurship courses”. The cumulative mean obtained (4.03) falls within the agree range (3.5 – 4.4).

Determining the Influence of Teaching Environment of Entrepreneurship Educated Students on Entrepreneurial Intention

Table 2.11 Determining the Influence of Teaching Environment of Entrepreneurship Educated Students on their Entrepreneurial Intention

Items	Mean	St. Dev
My Polytechnic is focused towards entrepreneurship.	4.91	0.47
Entrepreneurship courses was made compulsory and this to a large extent stimulated my interest in the entrepreneurship course in the Polytechnic	4.38	0.84
The Polytechnic environment inspires me to develop innovative ideas for new business.	3.88	0.62
The Polytechnic provides instructional resources to assist students in entrepreneurship	3.50	0.91
Cumulative Mean	4.17	

The above table presents results for the survey on “The Influence of Teaching Environment of Entrepreneurship Educated Students on their Entrepreneurial Intention”. The result shows that respondents generally agree with the items provided in the section of the survey. All of the items provided in the section of the survey had mean values within the agreement range (3.5 – 4.4: Agree; 4.5 -5.0 Strongly Agree), this implies that respondents generally agreed to the items provided in the survey. It also indicates that ‘Teaching Environment’ influences entrepreneurial intention. The highest mean value (4.91) was obtained for “My Polytechnic is focused towards entrepreneurship”, while the least mean value (3.50) was obtained for “The Polytechnic provides instructional resources to assist students in entrepreneurship”. The cumulative mean obtained (4.17) falls within the agree range (3.5 – 4.4).

Determining the Influence of Stakeholders Support System on Entrepreneurial Intention

Table 2.12 Determining the Influence of Stakeholders Support System on Entrepreneurial Intention of Entrepreneurship Educated Students

Items	Mean	Std. Dev
The government provides many opportunities for entrepreneurship	3.31	0.74

I like the way the government supports entrepreneurship activities in the country.	2.69	0.67
There are many financial institutions providing financial support for business	2.25	0.95
The school provided us with adequate information on how to access loans, grants and credit facilities from financial institutions	3.42	0.70
Cumulative Mean	2.92	

The results presented above, shows “The Influence of Stakeholders Support System on Entrepreneurial Intention of Entrepreneurship Educated Students”. The result shows that respondents generally disagree with the items provided in this section of the survey. All of the items provided in the section of the survey had mean values within the “disagree” and undecided range (1.5 – 2.4: Disagree; 2.5 – 3.4: Undecided), this implies that respondents generally disagreed to the items provided in the survey. It also indicates that ‘Stakeholders Support System’ does not influences entrepreneurial intention among entrepreneurship educated students. The highest mean value (3.42) was obtained for “The school provided us with adequate information on how to access loans, grants and credit facilities from financial institutions”, while the least mean value (2.25) was obtained for “There are many financial institutions providing financial support for business”. The cumulative mean obtained (2.92) falls within the undecided range (2.5 – 3.4).

This result generally implies that stakeholder’s support system does not have influence on entrepreneurial intention of entrepreneurship educated students.

Table 2.13 Determining the Influence of Stakeholders Support System on Entrepreneurial Intention of the Control Group

Items	Mean	Std. Dev
The government provides many opportunities for entrepreneurship	2.82	0.97
I like the way the government supports entrepreneurship activities in the country.	2.01	0.76
There are many financial institutions providing financial support for business	1.93	0.81
Cumulative Mean	2.25	

The results presented above, shows “The Influence of Stakeholders Support System on Entrepreneurial Intention of the Control Group”. The result shows that respondents generally disagree with the items provided in this section of the survey. All of the items provided in the

section of the survey had mean values within the disagree range (1.5 – 2.4: Disagree), this implies that respondents generally agreed to the items provided in the survey. It also indicates that ‘Stakeholders Support System’ does not influences entrepreneurial intention among the control group. The highest mean value (2.82) was obtained for “The government provides many opportunities for entrepreneurship”, while the least mean value (1.93) was obtained for “There are many financial institutions providing financial support for business”. The cumulative mean obtained (2.25) falls within the “disagree” range (1.5 – 2.4). This result generally implies that stakeholders support system does not have influence on entrepreneurial intention of control group.

Generally, this results show that the variable “Stakeholders Support System” does not influence both the entrepreneurship educated students and the control group.

Determining the Entrepreneurial Intentions of Entrepreneurship Educated Students and the Control Group

Table 2.14 Determining the Entrepreneurial Intentions of Entrepreneurship Educated Students

Items	Mean	Std. Dev
I would like to start my own business as soon as I complete my studies	4.83	0.34
I am interested in venturing into entrepreneurship so as to be self-employed and make money	4.52	0.60
The entrepreneurship course in my school inspired my interest plan to venture into business after my studies	4.01	0.52
The teaching methods employed by my lecturers in presenting entrepreneurship lessons increased my interest to venture into a new business.	3.94	0.75
The teaching environment influenced my interest to start up a business after my studies	3.83	0.69
Ease of obtaining start-up capital from either government, financial institutions and my parents, inspired my interest in starting up a business.	3.31	0.92
Cumulative Mean	4.07	

The above table presents results for the survey on “The Entrepreneurial Intentions of Entrepreneurship Educated Students”. The result shows that respondents generally agree with the items provided in the section of the survey. All of the items provided in the section of the survey had mean values within the agreement range (3.5 – 4.4: Agree; 4.5 -5.0 Strongly Agree), except for “Ease of obtaining start-up capital from either government, financial institutions and my parents, inspired my interest in starting up a business” which had 3.31 (falling within the range

of Undecided: 2.5 – 3.4); this implies that respondents generally agreed to the items provided in the survey. It also indicates that entrepreneurship educated students (HND level students) have high entrepreneurial intentions. The highest mean value (4.83) was obtained for “I would like to start my own business as soon as I complete my studies”, while the least mean value (3.31) was obtained for “Ease of obtaining start-up capital from either government, financial institutions and my parents, inspired my interest in starting up a business”. The cumulative mean obtained (4.07) falls within the agree range (3.5 – 4.4).

Table 2.15 Determining the Entrepreneurial Intentions of the Control Group

Items	Mean	Std. Dev
I would like to start my own business as soon as I complete my studies	2.08	0.97
I am interested in venturing into entrepreneurship so as to be self-employed and make money	2.24	0.84
Ease of obtaining start-up capital from either government, financial institutions and my parents, inspired my interest in starting up a business.	2.12	0.91
Cumulative Mean	2.15	

The results presented above, shows “The Entrepreneurial Intentions of the Control Group”. The result shows that respondents generally disagree with the items provided in this section of the survey. All of the items provided in the section of the survey had mean values within the disagree range (1.5 – 2.4: Disagree), this implies that respondents generally disagreed to the items provided in the survey. It also indicates that the control group (ND level students) have very low entrepreneurial intentions. The highest mean value (2.24) was obtained for “I am interested in venturing into entrepreneurship so as to be self-employed and make money”, while the least mean value (2.08) was obtained for “I would like to start my own business as soon as I complete my studies”. The cumulative mean obtained (2.15) falls within the “disagree” range (1.5 – 2.4).

Data Analysis and Results

Analysis of Variance (ANOVA) was computed to determine whether there is variation between the results obtained for ‘Entrepreneurship Educated Students’ entrepreneurial intentions and that of the ‘Control Group’.

Table 2.16 Summary of Data Used to Compute ANOVA

Groups	Count	Sum	Average	Variance
Entrepreneurship Educated Students	12	45.76	3.81333333	0.66295152
Control Group	12	27.68	2.30666667	1.10151515

Author’s Computation using SPSS version 23.0

The result presented above in table 4.16, shows the analysis of variance ANOVA output for ‘Entrepreneurship Educated Students’ entrepreneurial intentions and that of the ‘Control Group’. According to the result, “Entrepreneurship Educated Students” had a mean of 3.8 which falls within the range of agree (3.5 – 4.4), while “Control Group” had 2.3 which falls within the disagree range (1.5 – 2.4).

Table 2.17 ANOVA Result to Determine Variation Between ‘Entrepreneurship Educated Students’ and ‘Control Group’ Entrepreneurial Intentions

Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	13.6202667	1	13.6202667	15.438395	0.00071672	4.30094946
Within Groups	19.4091333	22	0.88223333			
Total	33.0294	23				

Author’s Computation using SPSS version 23.0

The ANOVA result obtained was presented in table 4.17. According to the result; the obtained p-value was 0.001 which was lower than the alpha value 0.01 (99% confidence level). This result indicates significance at 1%, implying that there is significant difference between the results obtained for ‘Entrepreneurship Educated Students’ entrepreneurial intentions and that of the ‘Control Group’. Furthermore, the high value of the obtained **F** which was 15.4 further confirms that the difference is not coincidental but as a result of the result obtained and utilized for the ANOVA (that is there is no autocorrelation). Thus ANOVA result confirms that there is difference between the mean values obtained for ‘Entrepreneurship Educated Students’ entrepreneurial intentions from that obtained for the ‘Control Group’.

Hypothesis Testing

To test the formulated hypothesis of the study, Correlation and multiple regression was computed to determine the relationships between the dependent and independent variables and to estimate the specified model of the study and determine the associations between the independent variables and dependent variable.

Table 2.18 Correlation

		Entrepreneurial Intention
Attitude	Pearson Correlation	0.803**
	Sig. (2-tailed)	0.000
Entrepreneurship Curricula	Pearson Correlation	0.719*
	Sig. (2-tailed)	0.014

Teaching Methodologies	Pearson Correlation	0.811**
	Sig. (2-tailed)	0.001
Teaching Environment	Pearson Correlation	0.752**
	Sig. (2-tailed)	0.000
Stakeholders Support System	Pearson Correlation	0.041
	Sig. (2-tailed)	0.376

Correlation is significant at the 0.05 level (2-tailed).*

Correlation is significant at the 0.01 level (2-tailed). **

From the result presented above, Pearson Correlation (r) value obtained for Attitude and Entrepreneurial intentions was 0.803 indicating a strong uphill (positive) relationship between the dependent variable; Entrepreneurial intentions and Predictor; Attitude. Moreover, the sig. value obtained for Attitude and Entrepreneurial intentions was 0.000, which indicates that there is statistically significant correlation at 1% (since the value was less than 0.01) between the two variables (implying that increase in one necessitates an increase in the other and vice versa).

The result presented above, shows that the Pearson Correlation (r) value obtained for Entrepreneurship Curricula and Entrepreneurial intentions was 0.719 indicating a strong uphill (positive) relationship between the dependent variable; Entrepreneurial intentions and Predictor; Entrepreneurship Curricula. The sig. value obtained for Entrepreneurship Curricula and Entrepreneurial intentions was 0.014, which indicates that there is statistically significant correlation at 5% (since the value was less than 0.05) between the two variables (implying that increase in one necessitates an increase in the other and vice versa).

According to the result presented above, the Pearson Correlation (r) value obtained for Teaching Methodologies and Entrepreneurial intentions was 0.811 indicating a strong uphill (positive) relationship between the dependent variable; Entrepreneurial intentions and Predictor; Teaching Methodologies. The sig. value obtained for Teaching Methodologies and Entrepreneurial intentions was 0.001, which indicates that there is statistically significant correlation at 1% (since the value was less than 0.01) between the two variables (implying that increase in one necessitates an increase in the other and vice versa).

The result presented above, shows that the Pearson Correlation (r) value obtained for Teaching Environment and Entrepreneurial intentions was 0.752 indicating a strong uphill (positive) relationship between the dependent variable; Entrepreneurial intentions and predictor; Teaching Environment. The sig. value obtained for Teaching Environment and Entrepreneurial intentions was 0.000, which indicates that there is statistically significant correlation at 1% (since the value was less than 0.01) between the two variables (implying that increase in one necessitates an increase in the other and vice versa). From the result presented above, the Pearson Correlation (r) value obtained for Stakeholders Support System and Entrepreneurial intentions was 0.041 and the sig. value obtained was 0.376 (higher than 0.05) indicating that there is no statistically significant relationship between the independent variable; Stakeholders Support System and entrepreneurial intentions.

Table 2.19 Multiple Regression Output

Variables	Coefficient	t-Statistics	P-values
Constant	0.497013304	13.860	0.000
ATT	0.272063151	5.732	0.002
ENC	0.347862267	4.368	0.000
TEM	0.454631150	6.085	0.000
TEE	0.201556432	3.107	0.001
SSS	0.013095221	0.611	0.460
R	0.7392		
R Square	0.6832		
Adjusted R Square	0.6554		
F-Statistics	18.405		
F-Sig	0.000		
Durbin Watson	3.021		

Predictors: (Constant), Attitude, Entrepreneurship Curricular, Teaching Methodologies, Teaching Environment and Stakeholders Support System

Dependent Variable: Entrepreneurial Intentions.

From the multiple regression result presented in table 4.18, the obtained R Square (0.6832) which is the multiple coefficient of determination, indicating the proportion of variance in the dependent variable (Entrepreneurial intentions) which can be predicted by the independent variables shows that 68.32% of the variation in the dependent variable (entrepreneurial intentions) is explained by the independent variables (Attitude, Entrepreneurship Curricula, Teaching Methodologies, Teaching Environment and Stakeholders Support System) among entrepreneurship educated HND level students. The Durbin-Watson statistics of 3.021, which falls within the values 1.5 to 3.5, showed the absence of perfect serial correlation. Furthermore, the coefficients result presented in the same table 2.19, revealed that “Attitude” has a t-value of 5.732 and a coefficient of 0.2721 which is significant at 1% (since obtained p-value, 0.002 is less than 0.01). This result implies that for every 1 unit increase in attitude value, there is a proportional increase of 0.27 in entrepreneurial intentions. Thus based on this result and the correlation result presented in table 4.18, it is confirmed that “Attitude” is statistically significant in predicting entrepreneurial intentions among entrepreneurship educated HND level students of the Polytechnic. Thus, the formulated null hypothesis: “There is no significant relationship

between attitude and entrepreneurial intentions” is rejected and the alternative hypothesis: “There is significant relationship between attitude and entrepreneurial intentions” is accepted.

The coefficients result presented in table 4.19 above, revealed that “Entrepreneurship Curricula” has a t-value of 4.368 and a coefficient of 0.3479 which is significant at 1% (since obtained p-value, 0.000 is less than 0.01). This result implies that for every 1 unit increase in entrepreneurship curricula value, there is a proportional increase of 0.35 in entrepreneurial intentions. Thus based on this result and the correlation result presented in table 4.18, it is confirmed that “Entrepreneurship Curricula” is statistically significant in predicting entrepreneurial intentions among entrepreneurship educated HND level students. Therefore, the formulated null hypothesis: “Entrepreneurship curricula have no significant impact on entrepreneurial intentions” is rejected and the alternative hypothesis: “Entrepreneurship curricula have significant impact on entrepreneurial intentions” is accepted.

According to the coefficients result presented in table 4.19 above, “Teaching Methodologies” has a t-value of 6.085 and a coefficient of 0.4546 which is significant at 1% (since obtained p-value, 0.000 is less than 0.01). This result implies that for every 1 unit increase in teaching methodologies value, there is a proportional increase of 0.45 in entrepreneurial intentions. Thus based on this result and the correlation result presented in table 4.18, it is confirmed that “Teaching Methodologies” is statistically significant in predicting entrepreneurial intentions among entrepreneurship educated HND level students of Polytechnics. The formulated null hypothesis: “There is no significant relationship between teaching methodologies and entrepreneurial intentions” is rejected and the alternative hypothesis: “There is significant relationship between teaching methodologies and entrepreneurial intention” is accepted.

The coefficients result presented in table 2.19 above, also revealed that “Teaching Environment” has a t-value of 3.017 and a coefficient of 0.2016 which is significant at 1% (since obtained p-value, 0.001 is less than 0.01). This result implies that for every 1 unit increase in Teaching Environment value, there is a proportional increase of 0.27 in entrepreneurial intentions. Thus based on this result and the correlation result presented in table 2.18, it is confirmed that “Teaching Environment” is statistically significant in predicting entrepreneurial intentions among entrepreneurship educated HND level. The formulated null hypothesis: “Teaching environment has no significant effect on entrepreneurial intentions” is rejected and the alternative hypothesis: “Teaching environment has no significant effect on entrepreneurial intention” is accepted.

The coefficients result presented in the same table 2.19 above, revealed that “Teaching Environment” has a t-value of 0.611 and a coefficient of 0.013 which is not significant (since obtained p-value, 0.460 is more than 0.05). This result implies that “Stakeholders support system” is not significant in predicting entrepreneurial intentions among entrepreneurship educated HND level students. Thus based on this result and the correlation result presented in table 4.18, it is confirmed that “Teaching Environment” is statistically significant in predicting entrepreneurial intention among entrepreneurship educated HND level students. Hence, the null hypothesis: “There is no significant relationship between stakeholders’ support system and entrepreneurial intentions” is accepted.

Discussion of Findings

The analysed result for the survey of this study revealed that there was significant difference between the entrepreneurial intentions of entrepreneurship educated HND level

students and that of the control group whom are ND level students with little or no entrepreneurship educational background. Based on the observation of the descriptive statistics (mean) and the inferential (ANOVA), it could be observed that entrepreneurship educated HND level students of the Polytechnics were more inclined to venture into entrepreneurship based on their knowledge and trainings on entrepreneurship obtained from the school. The mean obtained for the entrepreneurship educated HND level students, were higher than those obtained for the control group (ND level students) students the Polytechnics. Thus it can be presumed that the entrepreneurship education acquired by the HND level students from the tertiary institution had impact on their entrepreneurial intentions. The analysed results of this study generally found significant relationship between the dependent variable (entrepreneurial intentions) and all of the independent variables (attitude, entrepreneurship curricula, teaching methodologies and teaching environment), except stakeholders support system which was not significant or related to the entrepreneurial intentions among entrepreneurship educated HND level students.

The descriptive analysis of the obtained mean values for items provided in the survey for; “Determining the Influence of Attitude of Entrepreneurship Educated Students on their Entrepreneurial Intention” showed that Attitude has significant impact on entrepreneurial intentions of entrepreneurship educated HND level students, this was further confirmed by the inferential statistics (correlation and multiple regression). Similarly, the obtained mean values for items provided in the survey for; “Determining the Influence of Entrepreneurship Curricula of Entrepreneurship Educated Students on their Entrepreneurial Intention” revealed that Entrepreneurship Curricula has significant impact on entrepreneurial intentions, this was further confirmed by the computed inferential statistics (correlation and multiple regression). The result of the descriptive statistics (mean) and the inferential statistics (correlation and multiple regression), both indicate that “Teaching Environment” of Entrepreneurship Educated Students have significant impact on their Entrepreneurial Intentions. It was also confirmed that there is significant relationship between “Teaching Environment” of Entrepreneurship Educated Students with their Entrepreneurial Intentions.

The obtained mean values for items provided in the survey for; “Determining the Influence of Teaching Environment of Entrepreneurship Educated Students on their Entrepreneurial Intentions” revealed that Entrepreneurship Curricula has significant impact on entrepreneurial intentions, this was further confirmed by the computed inferential statistics (correlation and multiple regression), which found significant relationship between the duo. Stakeholder’s support system was found to have no significant impact on the entrepreneurial intentions of both the entrepreneurship educated students (HND level students) and the control group (ND level students) of the Polytechnics. The result of the study showed that four out of the five independent variables (attitude, entrepreneurship curricula, teaching method), positively contribute to entrepreneurial intention among the HND level students of the Polytechnics. These factors made their entrepreneurial intention higher when compared to the values obtained for the ND level students whom comprise the control group. However, Stakeholders support system was found to insignificant in contributing to entrepreneurship intentions among the both groups. Not surprisingly, the students who participated in the entrepreneurship education program showed a higher propensity towards entrepreneurship than the control group. The present findings seem to be consistent with previous research which found a positive link between participation in entrepreneurship education and entrepreneurial intentions. Such studies include; Sofia, (2013); Parimala and Ilham (2016); Pulka, Aminu and Rikwentishe (2015); Moses, Olokundun and

Akinbode (2016); Oguntimehin and Olaniran (2017). They all found significant positive relationship between entrepreneurship education and entrepreneurial intentions.

Conclusion

The priority of entrepreneurship education should be the development of entrepreneurial attitudes, skills and behaviour which in turn inspires entrepreneurial intentions among participants. In this respect, the development of the current entrepreneurial potential of Nigeria is possible, above all, through a quality system of entrepreneurship education especially in the tertiary institutions. It is quite important that Polytechnic students be interested in entrepreneurship as a career option, that they adopt entrepreneurship with their hearts and minds, and that entrepreneurship courses be provided on the basis of the principle of developing their self-efficacy, as this will go a long way in curbing the current unemployment challenge ravishing the Nigerian society. The study found a significant positive relation between entrepreneurship education and entrepreneurial intention, confirming the important role played by such entrepreneurship education on entrepreneurial intention among undergraduate and graduate students of tertiary institutions. The results obtained from the empirical analysis indicate that participants in an entrepreneurship education program are more likely to intend to start their own business, directly after their studies, compared to non-participants. In addition, it was revealed that the students with self-employed parents had higher entrepreneurial intentions than the others did. This result is also important in that it shows the role-model position of the father in our national culture.

From the results of this study, it can be concluded that descriptively, the students agreed that the exposure to entrepreneurship education course led to the development of their entrepreneurial intention and it also help them make decision in favour of starting their own businesses before or after graduation. The Pearson correlation analysis indicated that there exist positive relationships between offering entrepreneurship education course and students intention to become entrepreneurs. Attitude, entrepreneurship curricula, teaching methodologies and teaching environment were found to be predictors of entrepreneurial intentions, while stakeholders' support system failed to predict entrepreneurial intentions among students that participated in entrepreneurship education programme.

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Entrepreneurial Culture: A Literature Review

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Abstract: *Entrepreneurial culture is a catchy concept fronted by scholars and several governments in their bid to promote entrepreneurship for unemployment reduction via job creation. The concept of “entrepreneurial culture” has existed for decades, described as an organizational culture embodying and championing entrepreneurial characteristics and attributes. These have included risk-taking, innovation, and creativity; the elements one would expect to see among entrepreneurs. The literature suggests that entrepreneurial culture is related to a number of positive organizational outcomes, such as generating new business and improving firm performance. However, the conceptualization of entrepreneurial culture is an issue that is not addressed in the entrepreneurship literature. Entrepreneurial culture is an organizational culture construct centrally concerned with opportunities. The purpose of this paper was to conceptually examine entrepreneurial culture. The five dimensions of entrepreneurial culture discussed were organizational enthusiasm, stakeholder alignment, learning and development support, opportunity driven change and cohesiveness. Since the paper was largely conceptual, the paper used a desk research methodology by examining extant literature.*

Keywords: *Entrepreneurial Culture, Organizational Enthusiasm, Stakeholder Alignment, Learning & Development Support, Opportunity Driven Change, Cohesiveness*

INTRODUCTION

Organization culture is an integral part of the organization and therefore, it is assimilated as a powerful organizational tool. The culture of an organization affects employee behaviour, and offers them a feeling of identity and control in decision-making. In this day and age, no organization is protected from forces and pressures exerted on it with regards to relevance, competitiveness, and constant change. To face this news, the organization must reconsider its behaviours and practices to renew it, to open out and reinforce its international position in the market. Some of these practices form what is called the entrepreneurial orientation (Zouhayer, 2013). Ravasi and Schultz (2006), state that organizational culture is a set of shared mental assumptions that guide interpretations and actions in organizations by defining appropriate behaviour for various situations. At the same time although a company may have its "own unique culture", in larger organizations, there are diverse and sometimes conflicting cultures that co-exist due to different characteristics of the management team. The organizational culture may also have negative and positive aspects. According to Sadri and Lees (2001), a positive organization culture could provide immense benefits to the organization and thereby a leading competitive edge over other firms in the industry whereas; a negative culture could have a negative impact on the organizational performance as it could deter firms from adopting the required strategic or tactical changes. Such type of culture could hinder future changes in an Organization. Van der Post, de Coning and Smit (1998) examined the relationship between organizational culture and financial performance of Organizations in South Africa. The results showed that organizational culture has a positive relationship with the financial performance of

the firms. The result also showed that firms that are financially more effective differ from those firms that are not effective with respect to the organizational culture dimensions used in the study.

Entrepreneurial culture is a condition in which new ideas and creativity are expected, taking risks are encouraged, failure is tolerated, learning is encouraged, innovations about product, process and management are defended and a continuous change is accepted as the carrier of opportunities (Foss & Lyngsie, 2011). Entrepreneurial culture as opined by Foss and Lyngsie (2011) is related to entrepreneurial orientation and other firm-level variables which captures the firm's motivation and ability to engage in the discovery of opportunities and the exploitation of those opportunities that are highest in wealth creation. Entrepreneurial orientation refers to the “strategy making practices that businesses use to identify and launch corporate ventures” (Nhuta & Kapofu, 2015: 67).

According to Kuratko, Hornsby, Naziger and Montagno (1993), entrepreneurial culture is a crucial factor of the installation of an entrepreneurial spirit. According to Naranjo-Valencia, Jimenez and Sanz-Valle (2011), entrepreneurial culture is a determining key of the strategy of innovation, and consequently, organisations should support values and standards according to their strategic choice. In other words, the culture of Organizations’ is posed as an axial element of the continuation of the organisations in entrepreneurial activities and arouses the interest to jointly analyze it with the concept of entrepreneurial orientation (EO).

Entrepreneurship culture is described as a culture embodying and championing entrepreneurial characteristics and attributes. These have included risk-taking, innovation, and creativity. An entrepreneurial culture has been suggested as the opposite of bureaucratic or administratively-oriented organizations (Bradley, Wiklund, & Shepherd, 2011). Entrepreneurial culture characteristics and attributes have also been positively linked to firm performance (Flamholtz, 2001; Flamholtz & Kannan-Narasimhan, 2005). In broader conceptual models, entrepreneurial culture has also been identified as a necessary component of a firm’s architecture in order to successfully pursue an entrepreneurial strategy that is, engaging in opportunity-seeking and advantage-seeking activities (Ireland, Hitt, & Sirmon, 2003). There has also been little exploration of the relationship between the entrepreneurial culture concept and the firms that are supposed to demonstrate this phenomenon. In particular, it is unclear which firms possess an entrepreneurial culture and to what degree they possess it. The importance of entrepreneurship to economic development has been highlighted by many researchers (Davidsson, Delmar, & Wiklund, 2006) and it is now well-recognized that education and training opportunities play a critical role in cultivating future entrepreneurs and in developing the abilities of existing entrepreneurs to grow their business to greater levels of success (Henry, Hill, & Leitch, 2003). This paper examines the role of entrepreneurial culture for business venture success.

LITERATURE REVIEW

Entrepreneurial Culture

Birkinshaw, Hood and Jonsson (1998) defined entrepreneurial culture as an organizational context in which certain behaviours, including initiative are fostered. This definition confines entrepreneurial culture in a business context. In the same vein, Prabhu (2005), Conrad (1999)

and Dulcic (2003) defined entrepreneurial culture as a type of organizational culture while Dulcic (2003) further described it as a mix of all the factors that form the entrepreneur's personality. Beugelsdijk (2007) and Chen and Lin (2006) defines entrepreneurial culture as characteristics of entrepreneurs with Benneworth (2004) asserting that entrepreneurial culture reflects localized social mores and accumulated economic success which are not easily replicated elsewhere. These different perspectives on entrepreneurial culture having been defined within the context of established businesses limit the applicability of such conceptualization to development of entrepreneurship among individuals in the society. Hence, with the interest of governments to foster an entrepreneurial culture in the society, how is such a slogan conceptualized for its application to the society?

Entrepreneurial culture is a term derived from two words 'entrepreneurial' and 'culture'. Our understanding of the meaning of these two words can to a great extent aid in the conceptualization of entrepreneurial culture. Wickham (2006) defined the term entrepreneurial as an adjective describing how the entrepreneur undertakes what they do. He asserted that to use this adjective suggest that there is a particular style to what entrepreneurs do. Atherton (2004) defined being entrepreneurial as a behaviour that can be demonstrated and manifested regardless of the nature of involvement in an organization. Building on the body of knowledge on culture, Brownson (2011) defines culture as an attribute, values, beliefs, and behaviour which can be learned or acquired by man from one generation to another, from one individual to another, from one group to another as long as one is a member of the society and it has the ability of distinguishing one group from another. Therefore the nurturing of certain attributes, values, beliefs and behaviour indicates an attempt to foster a certain type of culture.

Entrepreneurial culture is here conceptualized as a society that depicts the exhibition of the attributes, values, beliefs (attitude or mindset) and behaviour associated with entrepreneurs by individuals in such a society which distinguishes them from others. As such, to foster it implies that such government policy measures must anchor on the promotion of the attributes, values, mindset and behaviour associated with entrepreneurs in individuals which will impact on such individuals' mindset towards entrepreneurship. Such an individual can be propelled to act entrepreneurially in an already established organization and other areas of life where they are opportune to find themselves. This implies that such individual when nurtured by any policy measures targeted at entrepreneurship will differ from other individuals since culture distinguishes one group from another (Hofstede, 1980).

Dimensions of Entrepreneurial Culture

Organizational Enthusiasm

This facet of organizational culture refers to the key characteristics of an excitement for accomplishing organizational goals and missions, understanding organizational vision, having passion for the work, and a unity of purpose. Organizational enthusiasm is highly related to past entrepreneurial culture conceptualizations that referred to the characteristics of possessing a vision and passion for the business (Shepherd, Patzelt & Haynie, 2010; Sundaramurthy & Kreiner, 2008). This concept is partially based on entrepreneurs' perspectives towards work, the

purpose of entrepreneurial organizations, and their overarching vision for the organization. For example, Dyer, Gregersen and Christensen (2008) noted several entrepreneurs who remarked about wanting to “change the world” and “make the world a better place.” The vision of Apple’s Steve Jobs is often referenced in this same sense (Aley, 2011; Dyer, Gregersen, & Christensen, 2008). However, while entrepreneurs may aspire to make an important societal or world impact, there is clearly a great gulf between most entrepreneurs and Steve Jobs. For instance, an organization like Apple is of such a size and scope that grandiose visions of change may carry a very different meaning than in smaller organizations. Vision in entrepreneurship has also been described as identifying customer needs and spotting opportunities, developing systems to review the external environment, formulating appropriate objectives and strategies to guide the organization, creating a shared vision, and developing a mission to give purpose to the organization (Sadler-Smith, Hampson, Chaston, & Badger, 2003). These kinds of mundane, but more specific and practice-oriented examples of vision may be much more in line with an entrepreneurial culture’s orientation to work. Indeed, what this might describe is a work orientation towards accomplishment and goal achievement. That is, entrepreneurial cultures are oriented towards seizing opportunities, accomplishing goals, and having an accurate sense of the overall mission of the organization.

As with vision, passion has also been studied as an important individual aspect of entrepreneurs. Where vision represents the existing place and future direction that entrepreneurs may see for their organization, passion refers to the zeal and enthusiasm they have for their organizations. Entrepreneurial passion has been defined as “an entrepreneur's intense affective state accompanied by cognitive and behavioural manifestations of high personal value” (Chen, Yao, & Kotha, 2009: 201). Passion plays an important role in organizations, and is a strong indicator of how motivated an entrepreneur is in building a venture, whether he or she is likely to continue pursuing goals when confronted with difficulties, how well he or she articulates the vision to current and future employees, and whether he or she will be able to influence, persuade, and lead people in growing the venture (Chen *et al.*, 2009).

Stakeholder Alignment

Stakeholder alignment refers to the nature of the organization’s relationship with its stakeholders, such as customers, suppliers, partners, and investors. A stakeholder alignment is focused on building and developing supportive relationships with these stakeholders, and recognizing and appreciating how these relationships benefit the organization. Past definitions and descriptions of entrepreneurial culture have not emphasized a stakeholder orientation and this seems like an important oversight. The critical role played by stakeholder relationships has been noted numerous times in the entrepreneurship literature. Zott and Huy (2007) described how customer and supplier relationships and responsive customer service were critical to new start-ups. Chen *et al.*, (2009) found that entrepreneurs needed to be very attentive to the perceptions of potential investors who would analyze new ventures with great scrutiny. Chatterji (2009) noted that entrepreneurial ventures would need to carefully manage their credibility with potential new partners when getting started. Ozcan and Eisenhardt (2009) described how start-up firms utilized ties with investors to develop their initial business. These sources highlight the importance of managing stakeholder relationship hold for entrepreneurs and entrepreneurial

ventures, which suggests a similar implication for entrepreneurial cultures. Furthermore, the importance of managing stakeholder relationships is echoed in the cultural subtype examples, namely TQM and adaptive cultures. In these examples, achieving results and satisfying the legitimate interests of stakeholders are seen as important organizational values.

However, the difference between stakeholder alignment as described here as a cultural dimension versus a stakeholder alignment as a form of strategy lies in the notion of a “moralist” stakeholder culture (Jones, Felps & Bigley, 2007). A “moralist” stakeholder culture refers to possessing a genuine concern for the welfare of normative stakeholders, that is, stakeholders for whose benefit the firm should be managed. In this case, stakeholder relationship would not be viewed as necessarily strategic means towards organization ends, but rather as legitimate claim holders to good organizational management.

Learning & Development Support

This facet is characterized by cultural values of optimism towards improvement, valuing efforts to learn, improve one’s self and others, and an interest in employee development. This facet is influenced by past literature which indicates that entrepreneurial cultures broadly value continuous improvement, new ideas, and experimentation (Monsen & Boss, 2009; Shepherd *et al.*, 2010). In entrepreneurial cultures, people are thought to generally (or at least sometimes) have good ideas and are motivated to improve things and pursue new opportunities. In Dyer *et al.*, (2008) study, an entrepreneur remarked that he noticed that young people in his organization are impressionable because they do not yet know what to do and ask questions to try to understand. This inquisitiveness and interest in learning was seen as valuable and worth fostering in the organization. Kotter (2001) noted a CEO of an organization with a self-described entrepreneurial culture where the organization would offer special training to “high-potential” young people, an enriched set of experiences, and an unusual degree of exposure to people in top management. This suggests that people in the organization were perceived as malleable in that they could learn and benefit from this special training and instruction. In an innovation-supportive culture, the behaviour of individuals making themselves vulnerable to feedback from others, demonstrated a willingness to listen and learn.

Opportunity Driven Change

This facet is related to learning and development support yet distinct from it. Whereas learning and development support emphasizes personal improvement, opportunity driven change speaks to the core entrepreneurial features of innovation, creativity, and risk-taking with respect to products/services and processes. As indicated by Ireland *et al.*, (2003) definition of entrepreneurial culture, continuous change, the improvement of products/services and processes, and valuing innovation and risk-taking are seen as conveying new opportunities. Innovation in particular is strongly associated with entrepreneurship. This association is usually traced back to the work of Joseph Schumpeter (1883-1950) who defined the entrepreneur as an innovator and a person who carries out new combinations, in whatever position within a business (Van Praag, 1999). The process of innovation has been defined as “the development and implementation of new ideas by people who over time engage in transactions with others within an institutional

context” (Van de Ven, 1986: 591). These notions of developing new ideas and taking a chance on them to seize new opportunities seem central to an entrepreneurial culture.

Cohesiveness

In entrepreneurial culture literature and in the related subtype examples, the general notions of collaboration, communication, and social interaction were identified as important cultural characteristics (Ketchen Ireland & Snow, 2007; Salama, 2011). However, what appears to be related yet overlooked was the kind of collaboration that reflected dealing with the shared struggle and adversity often experienced in entrepreneurial ventures. For example, the shared struggle of start-up where entrepreneurs and early founding teams go to great lengths to get the venture operational (Carter, Gartner & Reynolds, 1996) or perhaps the shared struggle and sacrifice experienced as part of the venture’s later survival (Haugh & McKee, 2004). For entrepreneurs, there is also the struggle and adversity that comes from challenging the status quo of a market or industry (Dyer *et al.*, 2008). An entrepreneurial culture would seem to require collaboration and sharing, but also something more than that. As a result, the facet of cohesiveness is envisioned to include the notions of collaboration, communication, and sharing, in addition to the notions of coordination and responsibility in the organization.

Constituents of Entrepreneurial Culture

Entrepreneurial Attributes

Entrepreneurial attributes have been recognized as being of great importance in understanding and fostering entrepreneurship (Raab Stedha & Neuner, 2005). Attributes are indicators of entrepreneurial potentials. They can be acquired from both nature and nurture (Bridge, O’Neill, & Martin, 2009) thereby implying that every individual may have some entrepreneurial attributes though most of them may not realize it. As such, it may be in this respect that some government through policy instruments seeks to nurture entrepreneurial culture. Though it has been argued in the literature that entrepreneurial attributes are stable (Rauch & Frese, 2007), some researchers disagreed with the view by asserting that entrepreneurial attributes are changeable (Robinson, Stimpson, Huefner & Hunt, 1991) in that, individuals who are thought not to possess certain attributes could have such attributes developed via external triggers (*ibid.*) of which government policy measures are likely to trigger such changes in the participants of such measures. Entrepreneurial attributes allows a practical understanding of how entrepreneurial culture manifest itself (Lee-Ross & Mitchell, 2007).

Entrepreneurial Values

Kluckhohn (1967 cited in Kundu, 2009) defines value as a conception, explicit or implicit, distinctive of an individual or characteristics of a group, of the desirable which influences the selection from available modes, means and ends of actions. Values are associated with standards of behaviour (Soanes *et al.*, 2006 cited in Brownson, 2013) as such, entrepreneurial values are those values or standards of behaviour associated with entrepreneurs in which when nurtured can distinguish such individual from others. Values are the driving force for decision making (Keeney, 1994). They reflect the entrepreneurs conscious view (or belief) of him/herself and

directly shapes his/her movement towards action or owns' motive (McClelland, 1965). Thereby implying that values can influence a person's mindset for actions on a behaviour. Kilby (1993) noted that values are instrumental in advancing the constructive understanding of human behaviour and consequent change. As such, personal values have important implications not only for the decision to pursue entrepreneurship but also in the way in which the individual entrepreneur approaches a venture (ibid.). Morris and Schindehutte (2005) pointed out that, values can become internalized in such a way that they affect entrepreneurial motives and behaviours. Scholars have found that variation in the prevalence of entrepreneurial values and beliefs affect the rate of the formation of new firms (Fritsch & Mueller, 2004) as such, these points to the importance of shaping individual's values towards entrepreneurship if the government is to attain their goal of job creation. Payne and Joyner (2006) identified three values prized by successful entrepreneurs which are integrity, honesty and work ethics.

Mourdoukoutas and Papadimitriou (2002) associated values such as autonomy, the freedom to act independently, innovativeness, freedom of experimentation, risk taking, proactiveness, ability to take initiatives and competitive aggressiveness with entrepreneurship. Tambunan (1999 cited in Shariff & Peou, 2008) found that small business owner-managers having entrepreneurial values such as creativity, integrity, achievement, among others, were more likely to have superior performance in managing organizations than owner-managers without these values. McGrath, MacMillan & Scheinberg (1992) in their exploratory analysis of cultural differences between entrepreneurs and non-entrepreneurs concluded that entrepreneurs share a common set of values despite their different cultural backgrounds. As such intervention should seek to increase the social recognition of entrepreneur's value to aid in the fostering of entrepreneurship.

Entrepreneurial Mindset

Mindset is a mental attitude which determines how an individual will interpret and respond to situations (Wordweb, 2009). It is defined as a learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object (Schwarz, Wdowiak, Almer-Jarz & Breitenacker, 2009). Fisbein and Ajzen (1975) posited that attitude is one of the psychological systems that cannot be seen completely through actions but, can only be seen through actions shown impliedly but not made explicitly in an individual. Attitude provides the foundation for human motivation and personal accomplishment (Kristansen & Indarti, 2004). Therefore, the question here is, can an individual's mindset be nurtured in a particular direction? Robinson *et al.* (1991) explained that attitude is dynamic in nature, it changes across time and from situation to situation. The rate of change varies depending on how deep seated or fundamental the attitude is to the individual's identity. Therefore, by being interactional, attitudes influence and are influenced by experiences we have, actions we take, and how we think and feel about those experiences (ibid.). This implies that individuals who participate in any designated government policy in their bid to foster entrepreneurial culture may have a change of mindset towards entrepreneurship (Schwarz *et al.*, 2009). As previously stated that the constituents of entrepreneurial culture are related to each other, attitude has been found to be related to entrepreneurial behaviour (Krueger, 1993).

For instance, Luthje and Franke (2003) suggested that if public policies seek to raise the number of new entrepreneurs, an improvement of individual's attitude towards entrepreneurship is an

effective level. Moen, Rahman, Salleh and Ibrahim (2004) recommended that programmes should aim at cultivating attitudes towards entrepreneurship as a person may have the business knowledge but without a positive attitude about entrepreneurship, they may not plunge into the field as such a change in their attitude with more positive aspects towards the entrepreneurial field should be emphasized thoroughly to produce more entrepreneurship among participants (ibid.). In the same vein, Walstad and Kourilsky (1998) added that those who wish to foster entrepreneurship must support and reinforce the perceptions that it is personally feasible, and socially and personally desirable. Empirically, studies have also linked entrepreneurship programmes to a change in attitude towards entrepreneurship. For instance, Hatten and Ruhland's (1995) study of students' attitude towards entrepreneurship in an SBI (Small Business Institute) programme found significant and positive changes in the students' attitude towards entrepreneurship emphasizing that participants in entrepreneurship programmes are more likely to become entrepreneurs.

Entrepreneurial Behaviour

The creation of new venture is the central focus of entrepreneurship research (Samuelsson & Davidsson, 2009). New venture creation is sometimes referred to as the entrepreneurial behaviour/action, start up (Ibid.) as well as entrepreneurship. Entrepreneurship has been used in the developed countries as one of the most effective means of tackling the problems of unemployment of which various empirical researches have affirmed. For instance, Lasch Gundolf and Kraus (2007) found unemployment as one of the key factors that determine entrepreneurship. Pietrobelli, Rabellotti and Aquilina (2004) found relationship between self-employment and emerging form of entrepreneurship. Self-employment was not motivated by the desire to evade taxes, but rather an active role of the government was seen to have enhanced it. Benus' (1994) study on the US self-employment assistance programme found that the self-employment programmes increased not only the likelihood of entry into self-employment, but the likelihood of total employment as well as the duration of the employment.

CONCLUSION

An entrepreneurial culture, echoing the core attributes of entrepreneurship, incorporate notions of risk taking and flexibility, among others, in the service of opportunities. Finally, entrepreneurial culture is a group endeavour which may be hard to come by, even in firms where such a culture would be expected to be found. These sentiments, taken as a whole, align with the proposed conceptualization of entrepreneurial culture. These ideas appear to support the view of entrepreneurial culture as an organizational culture focused on opportunities and the principles necessary to identify/develop them and ultimately, act on them.

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Social Entrepreneurship and Sustainability of Family-Owned Hotels in Rivers State

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Abstract: *This study examined the relationship between social entrepreneurship and sustainability among owner-managed hotels in Rivers State, Nigeria. Cross sectional research design was adopted. Our respondents were owner-managers constituting the population of the study. From the field survey, we retrieved and analyzed seventy-four copies of questionnaire from the participants; Spearman's rank order correlation coefficient statistical tool was used to determine the relationship existing between the variables while the p-value obtained was used to test hypotheses developed for the study. The findings demonstrated a favorable significant association between the social entrepreneurship dimension of social innovation and the sustainability indicators of economic and environmental sustainability. The researchers came to the conclusion that social entrepreneurship has a strong link to long-term sustainability. This gave rise to our recommendations: that social entrepreneurs to develop their capabilities in resource bricolage, the art of maximizing the outcomes derived from the available resources, in order to achieve their goals over the long term.*

Keywords: *Social Entrepreneurship, Sustainability, Social Innovation*

INTRODUCTION

Sustainability may be defined from different perspectives, Kuhlman and Farrington (2010) emphasized that the term is more than a slogan or expression but demonstrate an injunction to preserve and reproduce productivity capacity for the indefinite future. Hanson, Sawyer, Begle, and Hubel (2010) described it as managing the well-being of the environment, people, economy and/or society over a long period or indefinite period. To this end, it is reasonable to argue that sustainability programs can play a substantial role in addressing issues such as child labor, pollution, and poverty that plague many developing countries. From a business perspective, Deloitte describes sustainability as a comprehensive approach which is focused on creating and maximizing long-term economic, social and environmental value (Deloitte, 2018).

In their study on defining and evaluating corporate sustainability: Are we there yet?, Montiel and Delgado-Cebellos (2014) proposed social, economic, and environmental sustainability as measures of corporate sustainability. For the sake of convenience, this study used social and environmental sustainability. Environmental sustainability is the resource usage (energy and material efficiency, water consumption); environmental pollution (industrial “three wastes”

emissions: air emissions, water discharge volume and solid waste); environmental protection (environmental investment & expenses) (Jiang, Xie, Ye, Shen, & Chen, 2016).

On the other hand, social entrepreneurship is described as “individuals, organizations or initiatives engaged in entrepreneurial activities with a social goal (Bacq, Hartog & Hoogendoorn, 2013). It is defined by Sheldon, Pollock, and Daniele (2017) as a process that uses hospitality to develop innovative solutions to immediate social, environmental, and economic problems in destinations by mobilizing the ideas, capacities, resources, and social agreements required for the destination's long-term social transformation from within and outside the destination. The research field of social entrepreneurship is widely acknowledged to be cross-disciplinary by nature, implying ongoing discussion of the field as either a standalone field (Dacin, Dacin & Tracey, 2011; Wronka-Pospiech, 2016) or a sub-field within mainstream entrepreneurship theory (Dacin, Dacin & Tracey, 2011; Wronka-Pospiech, 2016). (Austin, Stevenson & Wei-Skillern, 2006; Lortie & Cox, 2018). The importance of social entrepreneurship in tackling social and economic challenges has grown in popularity around the world (OECD, 2013). Because of the occurrence of a huge separation between social development and economic discrimination in developing nations (particularly Nigeria), the practice of social entrepreneurship becomes all the more relevant (Chell, 2007; Seelos & Mair, 2005).

Adro, Fernandes, Veiga, and Kraus (2021) in their research on Social entrepreneurship orientation and performance in non-profit organizations proposed social innovation as dimensions of social entrepreneurship. Social innovation are practices or initiatives undertaken by the community that, based on the products, services or models that they manage, or through the processes developed to obtain their goals, produce solutions that provide a better response, in an alternative and creative manner, to the social problems or needs (Garcia-flores & Martos, 2019).

Studies that focus on social entrepreneurship and sustainability in the hospitality and tourism context are scarce. Calls have been made for studies that aim to theorize social entrepreneurship through tourism and investigate how tourism social entrepreneurship can act as a community-centric form of social innovation (Aquino, Luck & Schanzel, 2018; Sheldon & Daniele, 2017). This research intends to study empirically the relationship between social entrepreneurship and sustainability among family-owned hotels in Rivers State.

STATEMENT OF THE PROBLEM

The hotel industry in Nigeria is rapidly growing; and is generating concerns on its consequence on the environment. Because Nigerian hotels face such environmental challenges as excessive use of available resources (water), trash disposal, noise, and energy issues, this attitude becomes an ecologically friendly issue for the sector (Adesina & Ngozi, 2013). Refuse disposal is a major environmental issue for hotels and the country as a whole; waste is generated without proper disposal facilities (Morakinyo, Iwuala, Nwoke & Ukomma, 2011). The expansion of hotels is causing an increasing degree of stress; multiple hotels built to cater to guests quickly depleted a valuable resource that many in the community relied on (Elkington, 1997). These hotels, ironically, require these resources as a necessary component for the conceptualization and consumption of services. This is a concern in many places where tourism activities push natural resources to their limits. Hotel operations are frequently accompanied by a variety of environmental concerns, including environmental deterioration and resource exploitation, such

as food, water, and energy (Bader, 2005; Bohdanowicz, 2005). Degradation and exhaustion of natural resources; water pollution such as wastewater discharge; energy and air emission are some of the environmental problems that typically accompany the expansion of hotels (Kuuder, Bagson, Prempeh, Mumuni, Adongo & Amoako, 2013). Because hotel operations consume so many resources, it's critical to find new ways to operate in order to reduce the negative influence on the environment (Kuuder et al., 2013).

Theory of Change

The theory of change can best be defined as a process or method that can be applied for programming planning (Weiss, 1995). The theory of change uses theories or empirical findings to define how a program will work by providing evidence to support assumptions or presumptions in the intervention phase or program functions. The theory of change focuses on the desired preconditions that need to be achieved by relying on empirical evidence and identifying the interventions that are needed to be executed (Weiss 1997). Information about a target group is gathered systematically by compiling findings, studies, and observations to develop the interventions required to achieve the social mission.

According to Mook, Chan, and Kershaw (2015) to understand the theory of change, it uses a backward mapping process from the desired long-term goals and then identifying the preconditions and interventions that are required to achieve that goal. According to Jackson (2013), the theory of change provides a low-cost technique to frame an evaluation. It's a versatile instrument that encourages analytical precision and focus. It can be achieved by using a wide array of data collection and analysis methods. Subsequently, areas of responsibilities may be identified, assigned, and delegated to improve program development (Sullivan & Stewart 2006).

Resource-based View Theory

The resource-based view of the firm posits that each organization is endowed with a finite amount of resources. Some of these resources are uncommon, valuable, and difficult to duplicate, providing the company with potential for long-term success (Barney, 1991; Hunt & Morgan, 1995; Peteraf, 1993).

According to research, social entrepreneurs are particularly adept at combining their limited resources to achieve the desired goals (Desa 2012). Another distinguishing aspect of many social entrepreneurs is their commitment to their causes. This enthusiasm can also be a source of long-term competitive advantage (Dew, Velamuri, & Venkataraman 2004).

Social Entrepreneurship

A social entrepreneur, according to Pangriya (2019), is a change agent who is motivated by a social mission to improve people's lives via innovation and accountability. "The process of social entrepreneurship involves three stages," according to Martin and Osberg (2007): "identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefits on its own, identifying an opportunity in this unjust equilibrium,

developing a social value proposition, and bringing to bear inspiration, creativity, and bringing to bear inspiration. Thus, challenging the stable state's harmony and forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and ensuring a better future for the targeted group or even society at large, through imitation and the creation of a stable ecosystem around the new equilibrium." A social entrepreneur, according to Sivathanu and Bhise (2016), is someone who is ambitious, strategic, resourceful, goal-oriented, and mission-oriented.

Social entrepreneurship is process guided by social mission to serve the community using innovative ideas and combining resources to create social value and economic value (Mahfuz-Ashraf, Razzaque, Liaw, Ray & Hasan, 2018). SE has become a significant research field in the recent few decades (Choi & Majundar, 2014). SE, according to Mair and Marti (2006), has a long history of producing social and economic benefit around the world. It's referred to as "social economy organization" by Lee and Jung (2018). Governments have increasingly increased their support for social companies in order to create jobs and combat social concerns (Ferreira, Fernandes, Peres-Ortiz & Alves, 2017). True instances of social companies working in diverse parts of the world are the Ashoka Foundation, the Schweb Foundation, and the Skoll Foundation (Dacin, Dacin & Matear, 2010).

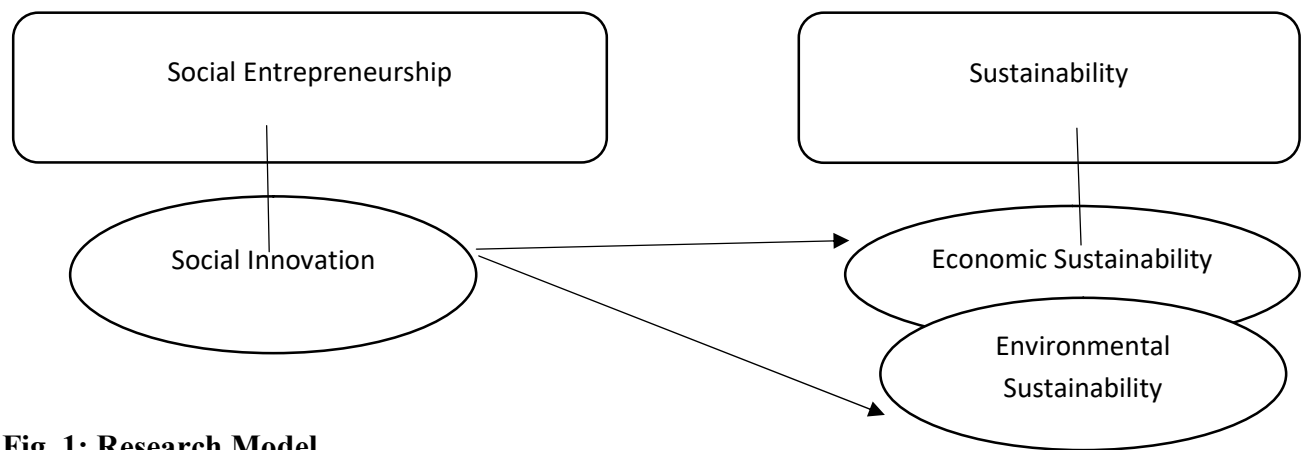


Fig. 1: Research Model

Source: Dimension of Social Entrepreneurship were adapted from Adro, Fernandes, Veiga, and Kraus (2021) while the Measures of Sustainability were adapted from Montiel and Delgado-Cebellos (2014)

This model led to two research objectives, research questions and hypotheses.

Research Objectives

1. To examine the relationship between social innovation and economic sustainability of family-owned hotels in Rivers State.
2. To evaluate the relationship between social innovation and environmental sustainability of family-owned hotels in Rivers State.

Research Questions

1. What is the relationship between social innovation and economic sustainability of family-owned hotels in Rivers State?
2. What is the relationship between social innovation and environmental sustainability of family-owned hotels in Rivers State?

Research Hypotheses

H1: There is a significant relationship between social innovation and economic sustainability of family-owned hotels in Rivers State.

H2: There is a significant relationship between social innovation and environmental sustainability of family-owned hotels in Rivers State.

Sustainability

Sustainability entails making a genuine commitment to environmentally friendly activities and overhauling the entire business model from the ground up (Smith & Sharicz 2011). To some, being a long-term business implies little more than survival. According to Berns, Townend, Khayat, Balagopal, Reeves, Hopkins, and Kruschwitz (2009), 40% of senior managers who classified as sustainability novices defined sustainability as simply sustaining economic viability. 'Sustainable business for businesses implies not only offering products and services that please customers while not compromising the environment, but also operating in a socially responsible manner,' according to the International Standard Organization's ISO 26000 standard (Frost 2011).

Business sustainability has turned away from economic, social, and environmental efficiency and toward effectiveness (Dyllick & Hockerts 2002; Young & Tilley 2006). According to McDonough and Braungart (2002), being less awful is no longer enough; sustainable enterprises should be structured to improve society's well-being while also providing economic benefit. For instance, a long-term commercial endeavor in wind energy would not only solve power shortages and provide energy security, but it would also help to alleviate poverty (Mirza, Ahmad, Majeed & Harijan, 2007).

Social Innovation

Any process, product, or technological innovation that is primarily focused on addressing a social need is referred to as social innovation (Mulgan, 2006). A unique and useful solution to a social problem that leads in the creation of social value is referred to as social innovation (Gawell, 2013). Social entrepreneurs establish synergistic combinations of products, capabilities, processes, and technology to acquire sustainable solutions to social challenges that have been missed by governments or commercial sectors (Brenneke & Elkington, 2007). (Auersweld, 2009). Moran and Ghoshal (1996) claim that a new technique of creating value is through combining resources in novel ways. In order to build a new and better service, social entrepreneurs must combine resources in a unique and superior method (Phills, Deiglmeier, & Miller, 2008). As a result, the process of combining unique resources and innovating serves to create social value and social innovation, which can act as a catalyst for social change. Innovation is the application of a novel idea to a social problem that has the potential to have a significant social impact while also providing a monetary and non-monetary return to the social

enterprise. In this way, social innovation aids entrepreneurs in the establishment of long-term businesses.

Economic Sustainability

Economic sustainability refers to a company's ability to be profitable in order to continue operating on a day-to-day basis (Masocha & Fatoki, 2018). Sarango-Lalangui, lvarez-Garca, and del Ro-Rama (2018) define economic sustainability as a company's ability to be profitable and contribute to shareholder value. "The economic dimension of sustainability includes the organization's impacts on the economic situations of its stakeholders, as well as on economic systems at local, national, and global levels," according to the Global Reporting Index (GRI) (2019).

Economic sustainability is described as a company's ability to produce a profit in order to survive in the long run (Roberts & Tribe 2008). Economic sustainability is defined by Landrum and Edwards (2009) as internal financial stability and enterprise profitability. The economic health and viability of a business must be maintained. As a result, the enterprise's inbound flow of economic resources is critical (Doherty, Haugh, & Lyon, 2014). Economic sustainability, according to Hynes (2009), influences the destiny of businesses. Social companies frequently use a policy of "greater than cost recovery mechanism" to achieve economic sustainability (Neck, Brush, & Allen 2009). However, putting too much emphasis on establishing long-term economic viability might lead to a diversion from the true aim of creating social benefit (Doherty et al., 2014).

Environmental Sustainability

Over the last few decades, the concept of environmental sustainability has evolved (Ong, Teh, & Ang, 2014). Environmental sustainability has been defined differently in existing literature (Ong et al., 2014; Amacha & Dastane, 2017). Environmental sustainability is described as a corporate system's ability to balance operations that benefit people with those that benefit the environment (McGinn, 2009). Environmental sustainability is defined by Goodland and Daly (1996) as "keeping waste emissions within the environment's assimilative capacity without degrading it." It also means keeping harvest rates of renewables to within regeneration rates."

Environmental sustainability is defined by Kandaurova, Ashmarina, Khasaev, and Zotova (2016) as the protection of the natural environment from which an organization obtains its inputs and delivers its product. Organizations are inextricably linked to the natural world (Sharma & Ruud, 2003). Business operations, on the other hand, have certain detrimental effects on the natural environment, such as pollution and resource exploitation (Winn, Kirchgeorg, Griffiths, Linnenluecke & Günther, 2011). Simultaneously, as the world's population grows exponentially, the natural environment deteriorates irreversibly, raising the issue of environmental sustainability (Chen, Boudreau & Watson, 2008). Environmental sustainability, according to Goodland (1995), is a prerequisite for social and economic sustainability. Environmental sustainability, according to Dyllick and Hockerts (2002), has three footprints: eco-efficiency, eco-equity, and eco-effectiveness. According to Chen et al. (2008), eco-efficiency refers to environmental destruction that is minimal or non-existent, whereas eco-equity refers to the equitable distribution of natural resources among current and future generations, and eco-effectiveness refers to adherence to environmental standards (Meyer & Rowan, 1977).

METHODOLOGY

The study used a cross-sectional survey method with a standardized questionnaire to gauge public opinion on social entrepreneurship and sustainability. An in-depth study of eighty-three (83) family-owned hotels were conveniently selected in Rivers State. The research used social innovation to measure social entrepreneurship. Sustainability was measured using economic and environmental sustainability. Data was analyzed using descriptive statistics and Spearman's Rank Correlation Coefficient. The reliability test was conducted using Cronbach's alpha. The Cronbach's alpha results on all constructs were above the recommended 0.7 threshold indicating that the data collection instrument was reliable of SPSS version 21.0.

RESULTS

A total of eighty-three (83) copies of questionnaire were distributed to family-owned firms; out of this lot, seventy-four (74) copies were filled properly which represents 89.15% of the population, thus all analysis will be based on these copies.

Table 1: Demographic information of respondents (n = 74)

Quantitative		Survey Results	
Demographic Variable	Type	F	Percentage
Gender	Male	57	77.0
	Female	17	23.0
Age	31-40 Years	10	13.5
	41-50 Years	52	70.3
	51-60 Years	12	16.2
Job Experience	2-5 Years	64	86.5
	More than 5 Years	10	13.5

According to the demographic profile of respondents to this survey, there were 57 (77.0%) males and 17 (23.1%) females. The bulk of respondents were between the ages of 41 and 50, accounting for 70.3 percent (52) of the total respondents. The age group of 51 to 60 years old accounted for 16.2 percent (12) of the total, followed by the age group of 31 to 40 years old, which accounted for 13.5 percent (10) of the total. The majority of the respondents (owner-managers) had 2 to 5 years of work experience. Fewer people said they had been married for more than 5 years.

Inferential Analyses

Hypothesis One

H1: There is a significant relationship between social innovation and economic sustainability of family-owned hotels in Rivers State.

Table 2: Analysis of the effect of social innovation on economic sustainability

			SI	ESY
Spearman's rho	SI	Correlation Coefficient	1.000	.879
		Sig. (2-tailed)	.	.000
		N	74	168
	ESY	Correlation Coefficient	.879	1.000
		Sig. (2-tailed)	.000	.
		N	74	74

Source: SPSS 21.0 output on research data

Table 2 reveals that the Spearman's Rank Order Correlation coefficient is 0.879 which reflect a strong positive linear relationship between social innovation and economic sustainability. And the Correlation test is highly significance at ($p < 0.005$). Positive relationship means that as social innovation increases economic sustainability also increases.

The study finds that there is a link between social innovation and economic sustainability as a result of this discovery. Therefore, hypothesis one was supported.

H2: There is a significant relationship between social innovation and environmental sustainability of family-owned hotels in Rivers State.

Table 3: Analysis of the effect of social innovation on environmental sustainability

			SI	ENS
Spearman's rho	SI	Correlation Coefficient	1.000	.838
		Sig. (2-tailed)	.	.000
		N	74	74
	ENS	Correlation Coefficient	.838	1.000
		Sig. (2-tailed)	.000	.
		N	74	74

Source: SPSS 21.0 output on research data

Table 3 reveals that the Spearman's Rank Order Correlation coefficient is 0.838 which reflect a strong positive linear relationship between social innovation and environmental sustainability. And the Correlation test is highly significance at ($p < 0.005$). Positive relationship means that as social innovation increases environmental sustainability also increases. The study finds that there is a link between social innovation and environmental sustainability as a result of this discovery. Therefore, hypothesis one was supported.

Discussions

Hypothesis one was supported as it states that social innovation significantly relates with sustainability of family-owned hotels in Rivers State. This is in line with previous studies by Oliveira (2021) who observed that social innovation is a just tool for sustainability in integrating the wellbeing of future people and is being more than ever recognized by individuals and businesses. The author posited that for social innovation to facilitate sustainability, it would have to translate in an idea (e.g., 'new' value), process, action or outcome that promotes and/or facilitates the transitional developmental path towards, at least one of the sustainability measures (environmental, social or economic). Citizen reporting platforms (environment) or microfinancing (economics) illustrate the significant and lasting impact of social innovation in promoting sustainability, in these cases, in urban settings (Angelidou & Psaltoglou, 2017).

The results backed up premise two, which claims that social innovation and environmental sustainability are inextricably linked. The United Nations also recognizes the importance of social innovation initiatives as mainstream tools for achieving sustainability. The United Nations' Sustainable Development Goals emphasized the need of social innovation in achieving its objectives (Eichler & Schwarz, 2019). The function of social innovation is mostly associated with bottom-up phenomena related to creating and delivering public services to the poorest people, usually in industrialized countries, for this international organization. Nonetheless, this acknowledgment overlooks the crucial concepts, processes, and activities that are taking place to

solve global issues such as climate change. Despite the growing number of efforts (Manzini & Meroni, 2017; Vasin, Gamidullaeva & Rostovskaya, 2017; Rogelja, Ludvig, Weiss & Secco, 2018) and institutional recognition (Matschoss & Repo, 2018), it is commonly acknowledged that social innovation for sustainability is still insufficient. This is true for both broad (Diepenmaat, Kemp, & Velter, 2020) and specific sustainability concerns, such as how to reduce carbon emissions quickly or build climate-resilient cities (Schartinger, Wepner, Andersson, Abbas, Asenova, Damianova, Dimova, Ariton, Hannum & Eker, 2017).

CONCLUSION

The authors of this study looked at a variety of internal and external variables that could influence social entrepreneurship activity. More precisely, it is claimed that when governments provide supportive regulatory assistance, social entrepreneurship can thrive in weak social and economic contexts. This research concludes that social entrepreneurship significantly relates with sustainability of family-owned hotels in Rivers State.

RECOMMENDATIONS

Considering the implications arising from our study outcomes, we therefore put forward the following recommendations

- i. It is acknowledged and proposed even by the WHO that sustainable business practices are the scope for better human life in future. This effort includes government-approved CSR practices. As a result, social entrepreneurs should be proactive in grasping such possibilities, tapping and developing new markets in order to make a fortune by employing sustainable business processes and products.
- ii. Social entrepreneurs should recognize that social value creation occurs as a side effect or by-product of the social entrepreneurship business process. As a result, they should teach new ways and strategies for adapting and implementing commercial skills and methods in order to generate products or services that create social value.
- iii. Social entrepreneurs also believe that exploiting this entrepreneurship opportunity to acquire social position in society is unethical. On the plus side, social entrepreneurs can use it to promote their products or services and to encourage more people to follow their ideals and lofty beliefs in order to participate in the social dimension of social entrepreneurship. It is simply a high-quality method of enhancing community participation with the social enterprise, which will benefit both parties in a variety of ways.

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Women's Entrepreneurial Skills Acquisition and Households' Income in Maiduguri Metropolis, Borno State

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Abstract: *This study assesses the impact of women's entrepreneurial skill acquisition on households' income in Maiduguri Metropolis, Borno State. The study used primary data gathered by the use of structured questionnaire to achieve its objectives. Population of the study were skilled women entrepreneurs in Maiduguri Metropolis. Purposive sampling technique was used to select six activities that are common with women in the study area. A sample of 150 respondents were randomly selected and interviewed but only 125 were considered. Findings show that of the six activities examined, catering /decoration and makeup /beauty artistry attract high income rates (N7,500 – N10,000 respectively). Tailors and fashion designers earn an average of N6000 daily, which also makes it a lucrative venture. Soap and Vaseline making earn an average daily income of N2,500 and N3,500 respectively and cap makers make an average of N2,500 daily. Chi-square was used to test the significance of entrepreneurial skill acquired by the women and their contribution to family income. This research concluded that the entrepreneurial skills acquired by women in Maiduguri has help them to establish businesses which has consequently impacted their households' income and will continue be their tool for economic empowerment. However, Lack of assistance from government was identified as a major problem. Accordingly, the study recommends that there is need by government and stakeholders to assist the women entrepreneurs financially and technically to expand production for increased income.*

Keywords: *Women, Entrepreneurial Skill Acquisitions, Households' and Income*

Introduction

Entrepreneurial skill acquisition can be defined as the form of training by individuals or group of individuals that can lead to acquisition of knowledge for self-reliance (Ikodo, 2014). In other words, skill acquisition means the ability to learn new skills. It also means development of new skills, that is practice of a way of doing things usually through special training or experience. Ochiagha (1995) also defined entrepreneurial skill acquisition as the process of demonstrating the habit of active thinking or behavior in a specific activity. He further stated that skill acquisition is seen as an ability to do or perform an activity that is related to some meaningful exercise, work or job. He maintained that for skills to be acquired, appropriate knowledge, attitudes, habits of thought and qualities of character learnt to enable the acquirer develop intellectual, emotional and moral character which

prepares him or her for a brighter future.

Similarly, entrepreneurial skill acquisition can be seen as a type of learning in which repetition results in enduring changes in an individual's capacity to perform a specific task. Any behavior that needs to be learned, that is improved by practice can be considered to be a skill. The manifestation of idea and knowledge through training which is geared towards instilling in individuals the spirit of entrepreneurship needed for meaningful development is regarded as skill acquisition (Donli,2004). He stressed that if individuals are given the opportunity to acquire relevant skills needed for self-sustenance in the economy, it will increase competition among people. This will lead to increase in production, consequently boost the economy in general.

The entrepreneur is the person whose activities creates wealth and employment which can be measured directly through economic growth rate. This definition is without prejudice to the classification of entrepreneurs on a continuum from small craftsman entrepreneurs to big time opportunistic entrepreneurs adopted by Inegbenebor and Osaze (1999) in Teru (2015). She further concluded that the profit made by entrepreneurs, payments for the various factors of production by entrepreneurs' flow as an increase into the national income. The entrepreneurial activities contribute about 37% to the Gross Domestic Product (GDP) and this made it the second largest contributor to GDP.

The Nigerian government has embarked on many entrepreneurial skill acquisition programs. It even went further to establish centers for skill acquisition in order to reduce poverty amongst the population. Numerous programs have been announced by successive governments over the years with the hope of benefiting the vulnerable groups, that is women and youths in terms of income generation. The assumption is that if women and youth acquire skills, they can become entrepreneurs, creating jobs rather than seeking for work from the government most especially the graduates that are yearning for white collar jobs. This assertion is supported by Tende (2016), where he concluded that entrepreneurial knowledge of women does affect their access to good marketing networks. Since networks impact on the performance of women entrepreneurs, their access to continuous learning is essential and vital for their growth and development.

From the foregoing, therefore women acquiring entrepreneurial skills and engaging in meaningful economic activities could be used to improve household incomes, ease economic hardship, raise their standard of living, thus leading to sustainable development. There are skills acquisition training under taken both by men and women in Borno state, both this study is concern with only those skills that women are commonly engage in Maiduguri. Therefore, the study assessed the impact of entrepreneurial skills acquisition by women on their households' income in Maiduguri Metropolis.

Statement of the Problem

The correlation between entrepreneurial skill acquisition and employment generation for the welfare of citizens in Nigeria is so significant that all states in the country take the issue of building skill acquisition centers as a major priority. The skill acquisition programmes instituted in Nigeria over the years according to Douli (2002) include; the green revolution (1976), the school-to-land programme and skill acquisition (1978), the youth employment and vocational skill development scheme of (NDE, 1986), the national

open apprenticeship scheme (1988) among others. The reason many technicians earn more than some university graduates is because the technicians acquire more practical skills which can enable them find jobs easily. It is a pity that there is a huge parading unemployment in Nigeria today, and this cannot be unconnected to the rapid growth in crime, corruption and insurgency.

A call by a senator in Borno state has gone to the federal government for building of entrepreneurial skill acquisition centers in crisis ridden Borno state because it requires such assistance at this moment after being weighed down by the shackles of a decade of long insurgency. Although, a skill acquisition center has been built under the Small and Medium Enterprise Development Agency of Nigeria (SMEDAN) programme for the North-east, the insurgency has created an army of unemployed youths that yearn to be trained and assisted. Therefore, more skill acquisition centers need to be built, this is to improve the skills of victims and assist them with startup capital when they resettle either in their host communities or when they return to their original communities.

Skill acquisition is the art of learning to something in order to earn a living and or to survive. The economic situation of continues increase in unemployment growth rate Nigeria due to problems like the insurgency have left many women especially the uneducated widows the only option of acquiring skills as a coping strategy for survival to sustain their children and other family members. Sustainable development can only be achieved when a country encourages its citizen to produce goods and services through the formal and informal sectors.

Furthermore, it is obvious that the level of girl child education in Borno state is still low, therefore, in order to survive in this harsh economic situation in Nigeria, girls and women have to acquire skills. According to Magbabeola (2004) skills acquisition requires the accumulation of different skills that enhances task performance through integration of both theoretical and practical forms of knowledge. It helps in the transformation of knowledge and skills into creative venture. Bearing this in mind, women that have acquired entrepreneurial skills can engage in economic activities which will impact on their lives and households' income. Hence this study further assesses the impact of women's entrepreneurial skill acquisition on households' income in Maiduguri Metropolis.

Literature Review:

Conceptual Framework Entrepreneurship

The concept of entrepreneur was first used by an Irish man named Richard Cantillon when he classified economic agents into three categories, landowners, hirelings and wage earners. He identified entrepreneurs as an economic agent that engages in market exchange for profit at their own risk (Asur, 2020). Furthermore, Akanni, (2010) posited that the word entrepreneur originated from the French word "entreprendre" which means "to

undertake”. According to Donald and Hodgetts (2007), entrepreneurs are those who recognize opportunities and key into them where others see chaos and confusion. They are agents of change in the midst of economic crises. Moshood (2018) sees entrepreneurs as aggressive catalysts for change, positive minded in every economic environment and having a desired hope for making profit. He further said entrepreneurs of old were the pioneers of today’s business endeavors. They used their intellects to innovate and utilize capacity for accomplishment which is the yardstick by which enterprise is now measured.

Entrepreneurship is the also process of bringing together creative and innovative ideas and comparing them with management and organizational skills in order to combine people, money and resources to meet and identify need and thereby create wealth (Abdulkadir, 2011). Entrepreneurship according to Motomuru (2009) is nothing more than the power to make things happen. Entrepreneurship occurs when an individual develops a new venture, a new approach to an old business or idea; or a unique way of giving the market place a product or service by using resources in a way under condition of risk. Singal and Singal (2012), viewed entrepreneurship as the process that involves all actions an entrepreneur undertakes to establish an enterprise to give reality to his or her ideas. This effort can be described as creative and innovative response to the environment for the purpose of making profit and at the same time satisfy human wants.

Peters and Shepherd (2007) opined that entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risk. This results into monetary rewards, personal satisfaction and independence. Other benefits of engaging in small business enterprises are enormous. It has multiplier effects which could be employment opportunities, wealth creation, business expansion, stimulation of indigenous entrepreneurship and promotion of entrepreneurial culture among the citizens. It enhances innovation, invention and above all increases standard of living of the people. Saidi (2016) opined that entrepreneurship is a dynamic process of vision, change, and creation that requires an application of energy and passion toward the creation and implementation of new ideas and creative solutions. Gana (2001) in Teru (2015) defines entrepreneurship as the willingness and ability of an individual to seek out investment opportunities in an environment, and be able to establish and run an enterprise successfully based on the identified opportunities. Though Gana’s definition was based on the managerial perspective, it is important to mention that the entrepreneur has certain personality traits which influences his behavior (psychologists view). He also lives in a society (sociologist view) and he is obviously affected by the economic opportunities and government incentives (economist view). He therefore, cautioned that any attempt to describe the entrepreneur against only one-dimension will be inadequate and would not give a holistic view of who the entrepreneur is.

Entrepreneurial Skill

Adeyemi (2009) said skill is thought of as a quality of performance which does not rely solely upon a person’s fundamental, innate capacities but must be developed through training, practice and experience. In as much as skill depends essentially on learning, it also includes concepts of efficiency and economy in performance. Olagunju (2006) however viewed entrepreneurial skill as the ability of an individual to exploit an idea and

create enterprise (small or big) not only for personal gain but also for social and development gain. Entrepreneurship is more than just establishing a business. It involves possessing the required knowledge and skills to adequately manage a business in the face of ever-changing socio-political environment.

The Role of Entrepreneurial Skill Acquisition in Nation Building

The importance of entrepreneurial skill acquisition in nation building cannot be over-emphasized because it can be a key driver of any economy. Work and wealth can be created by small businesses engaged by entrepreneurs. Entrepreneurship plays a vital role in economic development through the creation of utilities and generation of employment within a short period. An individual or group of individuals who acquire skills through entrepreneurship may contribute to nation building by being a job providers can a job seekers, which in turn reduces the stress on government in trying to create jobs for the unemployed youths, both educated and uneducated.

Policy makers in Nigeria agree that entrepreneurship is indispensable to the country's economic wellbeing, that is why a host of entrepreneurial skill acquisition programmes were put in place by successive governments. These programmes can enhance job creation subsequently reduce unemployment, poverty and social vices. Ogundowolo (1998) in Idoko (2014) stated that the purpose of skill acquisition programmes as a means of youth empowerment is to prepare and equip the youths that can be beneficial to the society. He maintained that the ideal skill acquisition is capable of ensuring value re-orientation among the youths and transforming them into creators of wealth and employment instead of seekers. Basically, the creation of wealth and employment will lead to poverty reduction and increase of welfare status of individuals in the country. A recent unemployment survey carried by the World Bank shows that the current in the world is moving towards encouraging entrepreneurship as oppose the search for white collar jobs.

Entrepreneurship is the blue print or gate way to financial freedom and great platform for wealth creation that can help to fast-track this nation to become one of the world's greatest economies (Bamidele, 2013). Concern and efforts should be made by NGOs, private Organizations, governments and probably religious bodies to sensitize and help the youths see the need to embrace the necessary skills and knowledge for engaging in small and medium scale businesses that will bring them out of poverty (Teru, 2015)

Theoretical Framework

The main reason for entrepreneur, entrepreneurship and entrepreneurial education is unemployment and poverty in the community, society and nation as a whole. Unemployment become a major problem militating against the economic development of Nigeria. Aju observed that high rate of unemployment among Nigerian youths is among the causes of poverty and insecurity in the country. It is observed that women and youths are mostly unemployed therefore, entrepreneurial skill acquisition can be an alternative for such groups.

In the past 20 years, the fastest growing sources of urban employment for women in

Nigeria has been from the informal sector where women engage in a wide array of activities, especially petty trading. Women's increasing participation in the informal sector is also due to increasing cost of living and increasing pressure to contribute to household income. Bumba (2003) in her study of women's participation in informal economic activities in Maiduguri observed that women in the metropolis are confronted with a highly unstable and competitive labour market. She concluded that women have unequal opportunities to progress within an educational system which is associated with gender discrimination regarding the role of women. Therefore, the informal sector provides self-employment for women even those who cannot read or write.

Fapohunda (2012) in a study of women in the informal sector in Nigeria explained their role, constraints and how the sector can be upgraded. She concluded that the sector contributes significantly to national economy in terms of output and employment and that majority of informal sector workers are women. Women in the informal economic activities can be enhanced to achieve sustainability. According to Usman and Musa (2014) farming skill acquisition programmes have been able to impact positively on the lives of the women Adamawa State.

Methodology

Maiduguri formerly known as Yerwa was founded by the colonial administration in 1907 and is the capital and largest city of Borno state in the North-Eastern region of Nigeria. It is located on latitude 11°51'N and longitude 13°05'E, lying on a relatively flat terrain of about 350m above sea level. The town has an area of 550 square kilometers with a population estimated at 1,197,497 by 2009 (The World Gazetteer). The climate is of the semi-arid type. It is characterized by two seasons: long dry season of about 7 to 8 months and a short rainy season of about three months' duration. The mean monthly temperature is always above 20°C, although the daily extremes vary with a wide range. The mean annual precipitation is about 835mm (Kawka *et al*, 2002).

Maiduguri has attracted visitors from within Nigeria and other neighboring countries like Niger, Chad, Sudan, and Cameroon among others. The influx of people into the city has encouraged economic activities. They engage in trade of goods like hides and skins, gum Arabic, cotton, grains etc. while others seek Islamic knowledge. This has led to a further growth of the population, consequently resulting in the urbanisation of the town. Insurgency on the other hand has also contributed to the population growth in Maiduguri generating Internally Displaced People (IDPs) mostly widows and children. These women can only be encouraged to engage in entrepreneurial skills acquisition which may help them recover from the economic hardship they are experiencing. There a variety of skills acquisition programmes available to women in Maiduguri which include tailoring, sewing of caps, baking, soap/cream making, hairdressing, makeup/beauty artistry, catering, baking, agricultural training like farming, poultry, fishery, among others.

Instrument of Data

A self-structured questionnaire and interview was used in this study which is designed

based on the research objectives. The data collected was on bio-data of the respondents, types of entrepreneurial skills acquired by women, the impact of their activities on the incomes of their households and constraints faced by women during entrepreneurial skill acquisition. The women were interviewed at their places of businesses. The respondents were also interviewed in a single section of logical questions that was used to derive further analysis about the skills acquired.

Method of Data Analysis

The data collected will be analyzed using both descriptive and inferential statistical methods. The descriptive statistics that the study intends to adopt includes the use of frequency, percentage and proportion. Also, analysis of Chi-square will be used to test the stated hypotheses.

Validity of the instrument

The questionnaire for this study was developed by the researcher. The instrument faces content validation by other researchers. After undergoing series of correction by adding relevant information to the questionnaire, it was good to administer it to the respondents in the target population.

Result and Discussions

The frequency distribution of the respondents based on their socio-economic characteristics is presented on the table 1 below. This section examines the bio data of respondents on the following: age, marital status, number of children/dependants, religion, education and occupation. Knowledge of these variables will throw more light on the relationship between entrepreneurial skills acquired by women and their household.

Table 1. Demographic Characteristics of the Respondents

Variables	Frequency	Percentage
Age (Years):		
18-30	40	32
31-39	53	42.4
40-49	20	16
50 and above	12	9.6
Total	125	100
Marital Status:		
Single	45	19.2
Married	24	36
Divorced	18	14.4
Widow	38	30.4
Total	125	100

Number of children:		
None	28	22.4
1-4	51	36.8
5-8	36	24.8
9 and above	10	16
Total	125	100
Religion:		
Islam	81	64.8
Christianity	44	35.2
Total	125	100
Education		
Qur'anic education	14	11.2
Primary education	20	16.0
Secondary education	47	37.6
Tertiary education	44	35.2
Total	125	100
Employment:		
Self-employed	95	76.0
Civil servant	30	24.0
Total	125	100

Source: Field survey, 2022

Table 1 shows that majority of the women are in the bracket age of between 18 to 39 (74.4%) while women above the age of 40 constituted 25.6% of the sample population. This indicates that although older women acquire entrepreneurial skills, the younger women are more into skill acquisition. This can also be linked to non-availability of formal jobs. 45 of the respondents are single women (36%), 42 women which constitute 33.6% of the respondents are either married or divorced. The remaining 30.4% are widowed. From the table (1) one can deduce that majority of the respondents are Muslims (64.8%) because obviously Maiduguri is a predominantly a Muslim town. The educational qualification of respondents in table 1 indicates that over two thirds (72.8%) of the women have neither secondary or tertiary education, 16% have only primary school qualification and 11.2% have qur'anic education only. This is an indication of the fact that most of the respondents are educated hence it will aid in understanding the entrepreneurial skills they are taught. Furthermore, table 1 shows that a sizable amount of the respondents are civil servants (24.0%) while the remaining are 76.0% are self-employed.

Types of Entrepreneurial Skills Acquired by Women in Maiduguri

The sole aim of skill acquisition is to earn a living. It is no longer news that there is scarcity of jobs in Nigeria, therefore, you don't have to depend on your certificate alone to get you something to survive on. More so, you don't have to be a graduate before you can learn skills. There are many skills acquisition centers in the study area where a variety of skills are taught. The skills open to women include tailoring, shoes making and leather work, catering/ decoration, hairdressing, computer, carpentry, fabric design (tire and dye), fish pond, soap making, Vaseline and germicide making, food vending, knitting, hairdressing, graphic design, fish farming, poultry among others. Although women in Maiduguri can acquire any skill, for this analysis only six skills were considered. These include Tailoring/fashion designing, makeup/beauty artistry, cap making, catering/decoration, soap and Vaseline making. The reason is that from observation, women in the study area are attracted to acquire these skills because of high patronage.

Table 2: Types of Entrepreneurial Skills Acquired by Women in Maiduguri

Types of skill	Frequency	Percentage
Tailoring/fashion designing	15	12.0
Makeup/beauty artistry	32	25.6
Cap making	28	22.4
Catering/decoration	34	27.2
Soap making	9	7.2
Vaseline making	7	5.6
Total	125	100

Source: Field survey, 2022

In the table above (2) it shows that 15 of the respondents which accounted for 12% are into tailoring/fashion designing, 32 respondents with the highest percentage (25.6%) are makeup/beauty artists. 22.4 % are cap makers, 27.2% are caterers, 7.2% are making soaps the remaining 5.6% make Vaseline. The distribution indicates that more are into the business of makeup/beauty artistry and catering/decoration. The reason can be deduced from table 3 below, where it shows that these businesses attract higher average income rates (N7,500 – N10,000 respectively).

Income Earned from Businesses

Analysis of the businesses by the entrepreneurs according to average incomes they earn is discussed in this section. The income ranges of the respondents were determined to arrive at their averages.

Table 3: Average daily income earned from businesses.

Types of skills	Daily income range (N)	Average daily income (N)
Tailoring/fashion designing	5,000 – 7,000	6,000
Makeup/beauty artistry	5,000 – 10,000	7,500
Cap making	2,000 – 3,000	2,500
Catering/decoration	5,000 – 15,000	10,000
Soap making	2000 - 3000	2,500
Vaseline making	3,000 – 4,000	3,500

Field survey, 2022

The table above (3) indicates catering /decoration and makeup /beauty artistry attract high income rates (N7,500 – N10,000 respectively). They earn more probably because women are beauty conscious nowadays especially when they attend occasions. The caterers also admitted to making more money during festive periods. Tailors and fashion designers earn an average of N6000 daily, which also makes it a lucrative venture. Soap and Vaseline making earn an average daily income of N2,500 and N3,500 respectively. For cap makers make an average of N2,500 daily.

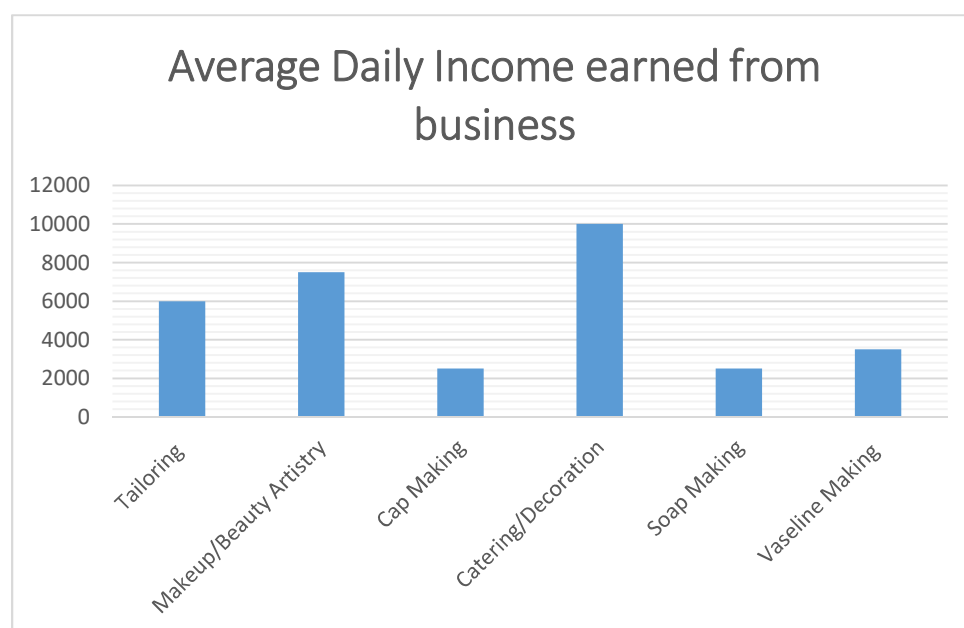


Table 4: Impact of Women's Skill Acquisition on Households' Income.

S/N	Questionnaires items	Yes		No	
		F	%	F	%
1	Does entrepreneurial skill acquisition makes one not to depend on white collar jobs?	104	83.2%	21	16.8%
2	Does entrepreneurial skill acquisition make one self-reliant and independent?	123	98.4%	2	1.6%
3	Does entrepreneurial skill acquisition helps eliminate joblessness?	85	68.0%	40	32.0%
4	Does entrepreneurial skill acquisition helps women become job creators?	97	77.6	28	22.4%
5	Does entrepreneurial skill acquisition contributes to family income from gains generated?	121	96.8%	4	3.2%
6	Does entrepreneurial skill acquisition helps widows and single women cater for their needs?	115	92.0%	10	8.0%
7	Does entrepreneurial skill acquisition improve family nutrition and general welfare?	100	80.0%	25	20.0%

Field survey, 2022

It is observed that from table 4 above that 104 of the respondents (83.2%) agreed that acquiring skills makes one to be less depended on white collar jobs. This means that youths in general and women in particular can be self-reliant and independent of government jobs when they adequately acquire entrepreneurial skills. Therefore, this addresses the question 2 from table 4, whereby almost all the respondents (98.4%) are of the opinion that skill acquisition can make one self-reliant. They can be job creators as attested by 77.6% of the respondents. This can be collaborated by the view of Ogundowolo (1998) in Idoko (2014) stated that the purpose of skill acquisition programmes as a means of youth empowerment is to prepare and equip the youths that can be beneficial to the society. He maintained that the ideal skill acquisition is capable of ensuring value re-orientation among the youths and transforming them into creators of wealth and employment instead of seekers.

Again, 96.8% of the respondents testified that entrepreneurial skill acquisition contributes to family income from gains generated in their businesses. This conforms to the idea of Olagunju (2006) were he viewed entrepreneurial skill as the ability of an individual to exploit an idea and create enterprise (small or big) not only for personal gain but also for social and development gain. But a few of them (3.2%) did not agreed. They complain was that their

income has not really brought about much increase to their family welfare due to the inflation rates in the country. Furthermore, 92.0% of the respondents said that entrepreneurial skill acquisition does help widows and single women cater for their needs especially when they don't have a formal job. According to Usman and Musa (2014) skill acquisition programmes have been able to impact positively on the lives of the women. Again Olagbaju (2020) posited that adult literacy skill acquisition programmes correlates significantly with women empowerment and self-reliance. Finally, 80.0% of the respondents indicated that entrepreneurial skill acquisition improve family nutrition and general welfare, while 20.0% though otherwise.

Significance of Entrepreneurial Skill Acquired by Women and their Contribution to Family Income.

		Contributes_to_Family_Income		To tal
		Yes	No	
Skill Acquired	Tailoring	15	0	15
	Makeup/beauty artistry	32	0	32
	Cap making	26	2	28
	Catering/decoration	32	2	34
	Soap making	9	0	9
	Vaseline making	7	0	7
Total		121	4	125

Table 5: Chi-Square Tests of Significance of Entrepreneurial Skill Acquired and Contribution to Family Income.

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.278 ^a	5	.510
Likelihood Ratio	5.784	5	.328
Linear-by-Linear Association	.388	1	.533
N of Valid Cases	125		

Source: Computed from primary data

The Chi square computed indicates a significant contribution to households' incomes by skilled women entrepreneurs as shown in table 5 above.

Table 6: Problems of Women in Acquiring Skills.

Opinion	Frequency	Percentage
Insufficient capital	102	81.6%
Inadequate skill trainers	77	61.6%
Shortage of facilities	111	88.8%
Lack of assistance from government	120	96.0%
Others	35	28.0%

Field survey, 2022

Table 6 above shows the problems of women in the course of acquiring entrepreneurial skills in Maiduguri Metropolis. 81.6% of the respondents complained of insufficient capital to expand their businesses, 61.6% were of the opinion that there are inadequate skill trainers in the study area considering the terming unemployed and jobless youths. Majority of the respondents (88.8%) experiences shortage of facilities to enhance their businesses, such as lack of adequate electricity, lack of water supply etc. Another major problem that almost all the respondents (96.0%) agreed on was lack of assistance from the government. Lack of assistance from poverty alleviation agencies have not enabled them to expand their enterprises or diversify into other businesses. 35% (28.0%) have other issues.

Conclusion and Recommendation

This research concludes that the that entrepreneurial skills acquired by women in Maiduguri has impact on their households' income and will continue be their tool for economic empowerment. Subsequently, other women will be encouraged to enroll themselves into skills acquisition programmes. These activities have resulted in improving the living standards of many households based on daily incomes realised from these enterprises. Therefore, entrepreneurial skill acquisition by women and youths in Maiduguri in particular and Borno state in general can be an economic recovery strategy especially for victims of insurgency who have been displaced.

In view of the findings of this research therefore the following recommendations have been put forward; there is the need by government and stakeholders to appreciate the contribution of skill women entrepreneurs to the development of their family through their productive activities and therefore assist them financially and technically to expand production for increased income. More skill acquisition centers should be established by the government to cater for the unemployed women. Women entrepreneurs should be encouraged to form viable cooperative societies which would enhance their businesses.

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Influence of Entrepreneurship Education on Entrepreneurial Intention among Students of Selected North Eastern Nigeria Universities

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Abstract: This study was conducted to investigate students' perception towards entrepreneurship education among the selected universities students. And also examined the students' entrepreneurial intention among the universities students. the impact of entrepreneurial education on entrepreneurial intentions among undergraduate students of University of Maiduguri Abubakar Tafawa Balewa University Bauchi. The study aimed at determining the relationship between entrepreneurship education and entrepreneurial intentions among students. The study's independent variables were components of entrepreneurship education which include; attitude, entrepreneurship curricula, teaching methodologies, teaching environment and stakeholders' support system and the dependent variable is entrepreneurial intentions. Survey research design was adopted for the study and structured questionnaires were used to elucidate data from two different samples. Stratified sampling technique was used in making the selections for both groups in order to allow for fair representation of respondents from each selected universities. The collected data was analysed using both descriptive statistics (frequency, percentage, mean and standard deviation) and inferential statistics (ANOVA, correlation and multiple regression) with the aid of Statistical Package for Social Sciences (SPSS) version 23.0. The Pearson correlation analysis indicated that there exist positive relationships between offering entrepreneurship education course and student's intention to become entrepreneurs. Attitude, entrepreneurship curricula, teaching methodologies and teaching environment were found to be predictors of entrepreneurial intentions, while stakeholders' support system failed to predict entrepreneurial intentions among students that participated in entrepreneurship education programme.

Keywords: Entrepreneurial Intention, Entrepreneurship, Students, & Relationship

Introduction

Entrepreneurship is one of the most researched topics in the world today, this is because of its importance in the modern day industrial and business activities (Fayolle and Gailly (2008). There are many write-ups on the concept of entrepreneurship education and its role in the development of modern economies. It is because of the vital role it plays especially in the modernization and advancement of business activities in the developed economies that developing economies are given it great emphasis over other economic activities. The success of entrepreneurs is a boost to an economy, their business development is considered a vital link to an overall economic growth of a nation (Lerner, 2010). Due to population explosion, there is a need to create more jobs to the teeming youth in a society. This cannot be achieved without creativity and innovation in all facets of human endeavor. As such, entrepreneurial skills become a great concern to many scholars and researchers in order to support individuals to be self-reliant and independent.

Recent trends in industrialization are shifting to a more focus on individuals to be entrepreneurs through constant training (Kuratko (2005). The development of entrepreneurial skills should be encouraged by nations, this is because, their economic growth is highly dependent on their entrepreneurial success (Lerner (2010). Therefore, entrepreneurship education becomes necessary to meet the demand for effective human development. The impact of entrepreneurship education to the development of modern economy cannot be overemphasized (Binks, Starkey, and Mahon, 2006).

Statement of the Problem

Over the years, Entrepreneurship has been considered as the activities that bring about growth and development of an individual and the nation at large, as well as means of employment. The most pressing problems facing Northeastern Nigeria is unemployment. This is due to low economic growth and the negative attitude towards Entrepreneurship. More graduates enter the job market annually but most of them remain unemployed.

It is believed that equipping students with required entrepreneurship knowledge would enhance their individual determination and perseverance, increases thoughts of encountering fewer challenges while starting a business and decreases negative thoughts on running their own businesses (Selma *et al.*, 2017). A good entrepreneurship education does not only provide theoretical knowledge but also able to assist the participants in developing entrepreneurial attitude/mindset, skills, abilities, and acquire support and intents towards entrepreneurship (Teh Yi, et al., 2014). Studies in Northern Nigeria also established entrepreneurship education is positively related to entrepreneurial attitude and employment ambitions of final year undergraduates (Umar *et al.*, 2015, Ranjana, *et al.*, 2019).

Though other studies hold a contradicting positions about the positive relationship between entrepreneurship education and entrepreneurship mindset and intention (Osterbeek, Praag, & Ijsselstein 2010; VonGraevenitz, Harhoff, & Weber, 2010), there seem to be agreement generally, that tertiary institutions of learning facilitates entrepreneurial attitude and intention towards entrepreneurial engagement among students, through relevant entrepreneurship education (The European Commission, 2003; Franke, 2003).

Thus, the Nigerian government found it apt to introduce entrepreneurship education in tertiary institutions for the development, promotion and encouragement of potential graduate to engage on venturing after their graduation. To complement the effort of the federal government in enhance entrepreneurship among the youth, the states government and the non-governmental organizations together with associations of entrepreneurs complemented set up skills acquisition centers and micro finance bank as a source of investment finance for financing entrepreneurship.

Entrepreneurship Education

Entrepreneurship education describes the scope of lectures, curricular or programmes that attempt to provide learners with the necessary entrepreneurial competencies, capabilities and attitudes geared towards entrepreneurial development of learners (Moses *et al.* 2017). It also refers to the conscious effort of an educator targeted at inculcating entrepreneurial competencies

and capabilities in students (Ekpoh & Edet, 2011; Moses *et al.* 2016). Fayolle Kryo & Ulijn (2006) in their presentation defined entrepreneurship education as any pedagogical programme associated with inculcating entrepreneurial abilities and competencies as well as personal qualities in learners. This suggests that the goal of entrepreneurship programmes in Nigeria should not be exclusively hinged on the immediate creation of new businesses but also the entrepreneurial development of students.

Beyond the conventional roles of institutions, which include motivating economic growth and development through research and development, building entrepreneurial capabilities and competencies has become an added task and important role put on tertiary institutions by the society (Olorundare & Kayode, 2014). This saddles institutions with more responsibilities to meet up with the entrepreneurial needs of students in order to motivate entrepreneurial development potentials (Wong, 2007, Ifedili & Ofoegbu, 2011). Specifically, salient components related to the entrepreneurial development of university and polytechnic students encompasses the development of critical thinking capabilities, business idea generation competencies and a commitment towards the achievement of entrepreneurial goals and aspirations at graduation (Caloghirou, Protogerou, & Deligianni 2013; Gafar, Kasim, & Martin, 2013). Therefore, it is expected that the contents of the entrepreneurship curriculum in North Eastern Nigerian polytechnics should motivate these identified components of entrepreneurial development. This will not only enhance the development of salient entrepreneurial competencies by polytechnic students but also increase the likelihood of students' engagement in entrepreneurial pursuits at graduation.

Various empirical studies within and outside the Nigerian context have examined the effects of the contents of an entrepreneurship curriculum on the entrepreneurial development of tertiary institutions students from different perspectives. The study of Bodnar Renee & Besterfeild-Scacre (2015) showed the provisions in entrepreneurship curriculum content have implications for entrepreneurial development of tertiary students mainly by motivating critical thinking abilities and competency for business idea generation in students. In the same vein, the study of Mahajar & Yunus (2012) showed that the role of tertiary institutions in promoting entrepreneurship development of students is hinged on the provision of entrepreneurial curriculum contents that significantly affects students' inclination towards development of critical thinking competencies. In a similar research carried out by Gafar Kasim & Martin (2013) the findings of the study showed that entrepreneurship curriculum in the tertiary institutions affects entrepreneurial development of students by motivating undergraduates to develop innovative business ideas. In the Nigerian tertiary institutions context, findings from the study of Ebringa, Ewenwa, & Ebringa (2015) suggests that entrepreneurial development of university students involves the engagement of students in practical and collaborative entrepreneurial extra curricula activities and mentoring by experienced entrepreneurial minded academic which equips students with critical thinking competencies favourable to entrepreneurial venturing upon graduation.

Conversely, the findings from the work of Caloghirou, Protogerou, & Deligianni (2013) which focused on entrepreneurial development among students and young graduates showed that an entrepreneurship curriculum content that does not motivate entrepreneurial actions and real

life simulations of the process of entrepreneurship would negate the drive and commitment of young graduates in terms of setting up entrepreneurial ventures. In a similar work by Papadimitriou (2017), the results of the research showed that entrepreneurial curriculum contents were insignificant in influencing the commitment of business students to pursue a self-employed career, which is considered averse to the entrepreneurial development of tertiary students. In a related research by Bilic, Prka & Vidovic (2011), the findings from the research suggest that there is a low correlation between the entrepreneurship curriculum and the entrepreneurial orientation of students at graduation. According to the authors, this may be because of the inability of the curriculum to stimulate entrepreneurial development in students.

A critical review of extant empirical studies on the entrepreneurial development of students reveals that studies such as Bodnar, Renee and Besterfeild-Scacre (2015), Ebringa, Ewenwa, and Ebringa (2015), focused on critical thinking and business idea generation as components of entrepreneurial development. Other studies such as Caloghirou, Protogerou, and Deligianni (2013); Papadimitriou, (2017) focused on commitment towards achievement of entrepreneurial goals at graduation as the salient component of entrepreneurial development. Therefore, it suggests that there is a paucity of research within and outside the Northeast Nigerian polytechnic context, on the effects of entrepreneurship education on entrepreneurial intention among students with emphasis on integrating all three identified components of entrepreneurship education.

Methodology

Research Design

To address the research problem, survey research design was adopted for the study. This type of design is most preferred because it is concerned with the statistics that result from data collected from a number of individual/groups cases (John & Kahn, 2008). Under this design, the study employed cross-sectional survey, which according to Asika (2009) is geared towards collecting data to answer research questions or explain the relationship among variables. In a cross-sectional survey, data is collected at one point in time from a sample to depict a population (Babbie, 1990). This is supported by Leedy and Ormrod (2001) who argued that cross-sectional survey is useful to identifying “the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. Thus, the analytical tool employed for this study include descriptive statistics, 5-point Likert scale, logit regression analysis and analysis of variance (ANOVA). According to Creswell (2009), the survey design allows the use of statistical tools to test the relationship between the study’s independent variables (perception, intention based on gender, factors influencing the intention, and entrepreneurship curriculum content) and the dependent variable (entrepreneurial intention).

Population of the Study

The population for the study comprise of all the selected universities students. The target population were final year students of the selected universities.

Sample Size and Sampling Techniques

In determining the sample size for this study, the researcher employed the Yaro Yamane's formula for the determination of a research sample size for each of the university. The formula is presented below.

Where: n = Sample size

N = Population size

e = Level of significance = 5% = 0.05

1 = constant (Yamane, 1969)

Research Instrument

The research instrument was a structured questionnaire. Data was generated through primary source. The data obtained from the final year Students of the selected universities. The questionnaire was developed by the researcher in accordance with the research questions. The questionnaire was divided into five sections, A, B, C, D and E. Section A covered demographic data of the respondents. Section B covered the relationship between entrepreneurship education and students' perception towards entrepreneurship. Influence of entrepreneurship education entrepreneurial intentions of students was assessed in Section C. Section D determine if entrepreneurship education develops desire for entrepreneurial intentions among the universities students and finally, section E determined if the content of entrepreneurship education curriculum motivates the universities students towards the achievement of entrepreneurial goals. A five points Likert scale ranging from Strongly Agree (SA=5), Agree (A=4), Strongly Disagree (U=3), Disagree (D=2) and Undecided (SD=1) was used in designing the items for each section excluding the demographic section. This enables the respondents indicate their degree of agreement to their opinions to each item easily. It also helps in keeping the respondents focus, and minimizes likelihood of misinterpretation.

Conclusion

From the results of this study, it can be concluded that descriptively, the students agreed that the exposure to entrepreneurship education course led to the development of their entrepreneurial intention and it also help them make decision in favour of starting their own businesses before or after graduation. The Pearson correlation analysis indicated that there exist positive relationships between offering entrepreneurship education course and student's intention to become entrepreneurs. Attitude, entrepreneurship curricula, teaching methodologies and teaching environment were found to be predictors of entrepreneurial intentions, while stakeholders' support system failed to predict entrepreneurial intentions among students that participated in entrepreneurship education programme.

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The Need for Entrepreneurship Development in a Depressed Economy (A Study of Nigeria Association of Small-Scale Industries (NASSI) Kwara State Chapter)

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Abstract: *The Need for Entrepreneurship Development in a Depressed Economic, Case of the Nigeria Association of Small-Scale Industries (NSSI), Kwara State chapter," according to this study was designed to measure the impact of entrepreneurship development on Kwara State's and Nigeria's overall economic growth. The impact of entrepreneurial development on the economy was highlighted in the literature review. The key objectives are to determine the significance of entrepreneurial development, determine the role of entrepreneurship in economic development, and investigate how entrepreneurship influences economic growth. The study employed a descriptive survey design, with 350 registered entrepreneurs from the NSSI Kwara State chapter serving as the study population. SPSS was used to examine the data collected. The study discovered that entrepreneurial activities create job opportunities, which improve people's living standards, and so concluded that the value of entrepreneurial activities in economic development cannot be overstated because it improves people's socio-economic well-being. According to the report, the government should implement programs and policies that encourage entrepreneurship in Kwara State and Nigeria.*

Keywords: *Entrepreneurship Development, Depressed Economic, Growth, Entrepreneurs, Programmes*

1. INTRODUCTION

Nigeria's economy, like that of other emerging countries, was badly harmed in 2015 by the global financial crisis. Almost all economic indexes were badly impacted, and growth slowed significantly. The per capita income and the Gross Domestic Product both dropped significantly (GDP). GDP has been reduced by half, from 578 billion to 290 billion dollars, while per capita income has decreased from 3,100 to 1,500 dollars (Adigun, Anumihe, Sanyaolu, Ebije, and Ojo, 2016). This situation has prompted calls for economic stimulus in the face of present financial difficulty, which has been exacerbated by the drop in crude oil prices. The economy has been under strain since the recent recession, including deflation and rapid decline of economic systems, large reductions in spending, and increased unemployment. In these circumstances, governments were forced to take emergency steps to aid in economic recovery. As a result, some

economies recognized that the business climate need assistance to boost productivity and economic development, and concentrated on encouraging entrepreneurship to create jobs, improving access to finance, and expanding educational opportunities (Tende, 2014).

Entrepreneurship is a watershed moment for wealth creation and socioeconomic development since it significantly improves the quality of life of people, sectors, and the overall economy (Ababtain and Akinwale, 2019). Entrepreneurs have a significant role in the development of new economic activities through innovation, which helps society generate income, jobs, and growth (Mahmud *et al.* 2019). With the advent of endogenous growth models, entrepreneurship has emerged as one of the most important factors determining economic development patterns. Economic development is considered as a long upward trend in a country's real per capita income. The function of the entrepreneur in economic development is essential. In the process of industrialization and economic expansion, entrepreneurs' function as catalysts. Entrepreneurs must put scientific advancements to practical use in order for economic development to occur (Thaddeus, 2012).

In changing economies, entrepreneurship is one of the best ways to get out of the slump. Beginning with the 2007/2008 academic year, the Federal Ministry of Education mandated that entrepreneurial studies be included in the curricula of higher education institutions (Gabadeen & Raimi, 2012). Nigeria has a plethora of entrepreneurship prospects; yet, inadequate industrialization policies have prevented the full realization of these opportunities at various times. Several policy interventions aimed at stimulating entrepreneurship development through the promotion of small and medium-sized enterprises based on technology transfer strategies have failed to produce the desired results, with most indigenous entrepreneurs becoming distributors of imported goods rather than developing in-country entrepreneurial capacity for manufacturing, mechanized agriculture, and expert services (Thaddeus, 2012).

Objectives of the Study

The general objective of the study is to determine the need for Entrepreneurship development in a depressed economic with a focus on Nigeria Association of Small-Scale Industries (NASSI) Kwara state chapter. Specifically, the other objectives are:

- i. To identify the importance of entrepreneurial development
- ii. To figure out what function entrepreneurship plays in economic development.
- iii. To explore how entrepreneurship affects economic growth

II. REVIEW OF RELATED LITERATURE

CONCEPT OF ENTREPRENEURSHIP

According to Kpelai (2013), entrepreneurship is the process of starting and running a new enterprise or adding value to an existing one. In their study, Bawa, Idris, Idris, and Leonard (2017) used a similar definition. According to them, entrepreneurship is the process of identifying and exploiting possibilities. Traders and merchants were the pioneers of entrepreneurship. Around 1700 B.C., natives in New Guinea exchanged a black volcanic glass used to produce hunting arrowheads for other items, which is the first recorded instance of humans trading (Gabadeen, & Raimi, 2012). The concept of entrepreneurship is illusive, difficult to define, and has a variety of connotations depending on the context in which it is used. Initially, entrepreneurship began because individuals created more things than they need, forcing them to trade surpluses. A farmer, for example, began selling his farm produce in exchange for meat

from a hunter. Blacksmith produces more hoes than he requires, he exchanges the surplus with what he does not possess but need; for example, if he requires yams or goat, he will seek out someone who requires his products to exchange with (Ezeibe, *et al.*, 2013).

The term "entrepreneurship" dates back to the Middle Ages, when a "entrepreneur" was simply someone who put all of his resources into activities like building and construction. However, it wasn't until the 16th century that the term "business" became widely used, and the concept of a "entrepreneur" as someone in charge of a company organization gained traction (Morenikeji and Oluchukwu, 2012). In "New Venture Generation, Entrepreneurship for the Twenty-First Century," Jeffry. A. Timmons states, "Entrepreneurship is a manner of thinking, reasoning, and behaving that is opportunity driven, holistic in approach, and leadership balanced for the purpose of value creation and capture." "Entrepreneurship produces value creation, enhancement, realization, and regeneration, not just for owners, but for all participants and stakeholders," he continues (Eriobunah & Nosakhare, 2013). The process starts with the development and/or recognition of possibilities, followed by the desire and initiative to take advantage of them. It necessitates a willingness to accept personal and financial risks, but in a calculated manner, in order to constantly change the odds of success, balancing risk and possible reward" (Gabadeen, & Raimi, 2012).

An entrepreneur is a person who is engaged in entrepreneurship. The word entrepreneur comes from the French word *entreprendre*, which means "to take on." As a result, an entrepreneur may be defined as a person who organizes, manages, and oversees an entrepreneurial enterprise (Eriobunah & Nosakhare, 2013). An entrepreneur is someone who combines new factors of production, such as new techniques for making certain items, finds new markets and sources of supply, and creates new organizational forms. An entrepreneur is a person who owns and operates a firm, takes risks, capitalizes on market possibilities, and eliminates market supply and demand imbalances (Ezeibe *et al.*, 2013).

The financial sector's ability and willingness to allow financial intermediation is part of what drives entrepreneurial growth. According to Okere, Njoku, and Nwosu (2020), the functionality and interplay of Small and Medium Enterprises (SME's) is critical to the development of any nation's economy. In any economy, there is clearly a strong correlation between financial deepening and entrepreneurial development. If it allows for the mobilization, allocation, and operation of financial resources, financial deepening aids rapid economic development. Economic growth is based on the concept that all planning, innovations, and battles to enhance human living conditions result in the mobilization of money resources (Eke, Okoye, and Evbuomwan, 2020).

THE CONCEPT OF NIGERIA ASSOCIATION OF SMALL-SCALE INDUSTRIES (NASSI).

The Nigerian Association of Small-Scale Industrialists (NASSI) was founded in 1978 and registered under the Land Perpetual Succession Act as a non – profit making and non – governmental organization. It has a National Secretariat, branches in all the states of the federation and the Abuja and Local Government Areas. The Nigerian Association of Small-Scale Industrialists (NASSI) aims to integrate the informal sector into the mainstream economy, through capacity building, training and exposition of the sector. NASSI organizes workshops, conferences, exhibitions, trade-fairs, study tours and provides advisory services to its members.

The mission statement of NASSI is to create wealth through the industry in an environment-friendly manner for self, the Nigerian workers and the Nation.

The aims and objective of the Nigerian Association of Small-Scale Industrialists are:

- 1) To establish and maintain an association for the exchange of ideas and techniques on issues relevant to the development of Small-Scale Industries.
- 2) To establish contact with the government, its institutions and other non-governmental organizations for the advancement and promotion of the small industries.
- 3) To contact, consult, confer and cooperate with foreign agencies, institutions and organizations within and outside Nigeria for the purpose of enhancing the growth and development of small-scale industries in Nigeria.
- 4) To develop a computer-based information and documentation centre for accessing reliable economic data for the overall development of the small-scale industries.
- 5) To source, provide and facilitate credit delivery to small scale industries as well as offer library services for SMEs.

ENTREPRENEURSHIP'S IMPORTANCE IN ECONOMIC DEVELOPMENT

Entrepreneurship's role in economic growth has received a lot of attention in the twenty-first century. Economists now recognize the long-term positive benefits of entrepreneur activities on societal growth and wealth, as well as a country's economy. Many obstacles to the economy's development can be overcome through entrepreneurship (Naude, 2013). This is due to the fact that entrepreneurs are one-of-a-kind individuals who have the bravery to face challenges and find innovative solutions to economic issues. Furthermore, they are the folks that wish to use their entrepreneurship to help others and have a positive impact on society (Eke, *et al.*, 2020). Entrepreneurship is commonly regarded as advantageous to economic development and prosperity. Over the last three decades, entrepreneurship has made a tremendous revival in nations that have significantly reduced poverty (Naude, 2013). The following are some of the ways that entrepreneurship has contributed to country's economy development.

Standard of Living Improvements

The improvement of the people's standard of living is a hallmark of the country's economic progress. Entrepreneurs play a critical role in raising people's living standards by implementing cutting-edge technologies in the mass manufacturing of a wide number of products and services at a lower cost (Eke, *et al.*, 2020). This allows consumers to purchase higher-quality things at lesser prices, so improving their living standards (Naude, 2013). Entrepreneurs create enterprises that eliminate shortages of critical resources while also introducing new commodities. The mass production of items and the small-scale production of artisans, among other things, assist to raise the living standards of the average person. These provide goods at lower prices and boost consumption diversity (Naude, 2013). Entrepreneurship, according to Barreto (2014), improves people's living conditions by providing jobs and wealth. They can afford basic necessities like housing, clothing, and food, as well as education and adequate health care, because they earn more money and have more discretionary income.

Poverty Reduction and Wealth Creation

Entrepreneurship encourages the balanced redistribution of wealth and revenue in the national interest to a greater number of people and geographical regions, benefiting a wider range of people. Entrepreneurial actions also produce other activities, creating a multiplier impact in the economy (Eke, *et al.*, 2020). According to Bougeoise (2012), one of the key

causes of poverty is unemployment, and since entrepreneurship is obsessed with job creation, job creation will lessen poverty. By empowering citizens and expanding their access to fundamental requirements of life, wealth would definitely lessen the incidence of poverty (food, clothing, shelter, security and education).

Improves the country's export performance

Entrepreneurship is a captivating activity and a commendable way to contribute to a country's economic prosperity. Entrepreneurship promotes creativity and unconventional thinking. It leads to the development of new and environmentally friendly products, industries, and fields. People interested in the entrepreneurship enterprise have vast horizons and a big vision for operating and providing services globally (Eke, *et al.*, 2020). The fascinating products and services that arise from entrepreneurship meet domestic requirements while also generating strong demand in foreign markets. Conducting overseas business helps a country's economy by providing foreign exchange (Eke, *et al.*, 2020). Entrepreneurs assist in the promotion of a country's foreign trade, which is a critical component of economic development. They produce goods and services on a large scale in order to generate a substantial amount of foreign exchange from export in order to cover import duties. As a result, export promotion and import substitution provide economic independence and progress (Naude, 2013).

Creates Employment Opportunities

Entrepreneurs provide direct employment to the unemployed, which is a persistent problem in developing countries. Many work chances are produced for others as entrepreneurs establish more and more units, both small and large-scale. As time passes, these businesses expand, creating direct and indirect job opportunities for many more people. In this way, entrepreneurs contribute significantly to the reduction of unemployment in the country, paving the way for the country's economic progress (Yusuf, & Albanawi, 2016).

Unemployment has been found to be negatively connected to new-firm starts, meaning that as new enterprises are founded and resource employment is generated, unemployment falls significantly. In a similar line, it was discovered that high unemployment in society is linked to a low level of entrepreneurial activity, i.e., when the tendency to start businesses is low, the rate of unemployment will be quite high. In any country, a low rate of entrepreneurship culture and skills may be a result of low economic growth, which reflects higher levels of unemployment (Osolor, 2016). Both directly and indirectly, entrepreneurs create jobs. Self-employment as an entrepreneur is the most direct path to an independent and respectable life. Indirectly, they provide jobs to millions of people by establishing large and small size company units. As a result, entrepreneurship aids in the reduction of the country's unemployment problem. Entrepreneurs, as opposed to job seekers, are job producers by nature. The simple translation is that when you become an entrepreneur, you eliminate one job seeker from the economy and then hire several others (Seth, 2015).

Entrepreneurship Promotes Social Innovation:

Innovation is especially crucial in closing the gap between limited items and demand for them, as well as making a beneficial impact on people's lives and producing fruitful consequences. Entrepreneurs disrupt or transform societal traditions or cultures, reducing reliance on outdated methods, institutions, and technologies. Entrepreneurs are the forerunners of new technologies and processes that, in turn, bring about societal transformations. These improvements are linked to a healthier lifestyle, more generous thinking, higher morale, and the best economic decisions, as well as social innovation (GEM, 2020).

SOME PROGRAMS INITIATED BY THE NIGERIA GOVERNMENT TO FOSTER ENTREPRENEURSHIP DEVELOPMENT IN THE COUNTRY

All the funding institutions, schemes and funds directed at the MSMEs in Nigeria, such as the Bank of Industry, the Bank of Agriculture, the Agricultural Credit Guarantee Scheme Fund, the Small and Medium Enterprises Credit Guarantee Scheme (SMECGS), etc., should be sustained, in order to improve the access of MSMEs to credit as it has been demonstrated that MSMEs access to funding is boosted by specific funds/schemes targeted at them (Egbuomwan, 2014). Nigerian governments have put in place policies and programs aiming at entrepreneurship development as a means of job creation, poverty reduction, and quick economic development. The following are the important programs:

Small and Medium Enterprises Development Agency of Nigeria (SMEDAN): The Small and Medium Enterprises Development Agency was established by the Small and Medium Enterprises Development Agency Act of 2003 with the mission of stimulating, monitoring, and coordinating the development of micro, small, and medium enterprises (MSMEs) in Nigeria by developing and articulating policies, programs, instruments, and support services for the MSMEs subsector. Because of a lack of understanding, SMEDAN has had little impact on the target audience thus far (SMEDAN, 2012).

Youth Enterprise with Innovation in Nigeria (YouWIN): This is one of the Federal Government of Nigeria's most recent initiatives targeted at fostering entrepreneurship in the country. It is characterized as an innovative business plan competition aimed at creating jobs in Nigeria by encouraging and helping prospective entrepreneurs to create and implement company concepts (YouWIN, 2013). Young people aged 18 to 45 compete for a prize of N1 million to N10 million to put their business ideas into action. In 2011, 1200 successful businesses competed in the first competition. The second solely included women, while the third would include both men and women entrepreneurs in Nigeria who are between the ages of 18 and 35. (YouWIN, 2013). This is the first time an effort has been made to identify entrepreneurial enterprises; however, the award's long-term viability is questioned due to the nature of the prize and its political overtone.

Establishment of Entrepreneurship Development Centres (EDCs): The National Entrepreneurship Development Centre was formed to provide institutional assistance for the development of entrepreneurship. Furthermore, entrepreneurial development centers have been developed in Nigerian higher institutions, and entrepreneurship is now a required course of study in Nigerian universities. The success of such academic programs, however, is limited by a gap between the centers and the industry sector, which should give students with practical training and experience.

FACTORS MILITATING AGAINST ENTREPRENEURSHIP DEVELOPMENT IN NIGERIA

Nigeria as a growing economy is not exempted from the challenge's peculiar with growing economics as a nation. Consequently, entrepreneurs or small business are faced with daunting but surmountable challenges (Ihimemekpen, Cross Dale and Amaefula, 2015).

Inadequate working capital: Oduma (2012) asserted that capital availability is critical to the establishment and long-term viability of every business, regardless of its size, focus, or goal. Adequate funds are essential for any entrepreneur in Nigeria to establish a firm. It is difficult to start or maintain a firm when the required working capital is insufficient or unavailable. In terms

of lending facilities, the procedures for obtaining them are frequently stringent and reliant on the availability of collateral that the potential entrepreneur may not have. Again, the financial institutions exploited the applicant or borrowers by charging exorbitant interest rates (Oyelola, 2013).

Absence of infrastructural facilities: Certain basic infrastructures, such as good roads, good water supply, constant power, and unrestricted access to information and communication technology and other trade tools, are undeniably beneficial to the growth of the mind and body. It also boosts productivity and supports business ventures (Ihimemekpen, *et al.*, 2015). When these amenities are inadequate in a country, the economy's growth would be hampered. These fundamental facilities and working tools, as well as the enabling environment, are either absent or inoperable in Nigeria. This has caused countless hardships and frustrations for entrepreneurs. The power industry is an excellent example. Nigeria's electricity supply is epileptic business companies frequently use generator plants as an alternative source of power. This increases the cost of production, diminishing any profit or money an entrepreneur has set up for his company (Ihimemekpen, *et al.*, 2015).

Lack of adequate security: Nigeria, according to Ihimekpen et al, has a leaky security system that puts people's lives and property at risk. Some unhappy individuals have been bombing innocent citizens in the guise of religion and politics, which is one of the country's present security challenges. Kidnappings of foreigners and indigenous people for a large ransom are virtually becoming the norm (Oyelola, 2013). Theft, stealing, looting during political instability, and robbery in broad daylight are all common occurrences. No rational person, foreigner or citizen, would ever choose to invest in a dangerous country or environment (Oyelola *et al.*, 2013).

Government policies: Most of the time, the government comes up with policies that are not in the best interests of businesses. This could take the shape of restrictions or outright bans on certain important raw materials, the elimination of subsidies, tax increases, and so on. These rules have the potential to impact corporate operations (Ihimemekpen, *et al.*, 2015).

THEORETICAL FRAMEWORK

There are numerous theories that can be used to explain the nature, methods, manifestations, and variables of entrepreneurial development. The "Concentric Circles" of economic boom and depression form the "Social Climate," which dictates societal attitudes, support, and incentives for corporate endeavors, according to Schumpeter's 1934 theory.

Economic Theory of Entrepreneurship

Schumpeter developed the economic theory in the year 1934. Schumpeter's entrepreneurship appears to be a watershed moment in the history of entrepreneurship. For Schumpeter's entrepreneurship is more than just starting enterprises and running them well, which is certainly a static or stagnant view of entrepreneurship. The Theory of Economic Development, which inaugurated a new era of economic development through entrepreneurship, is the source of Schumpeter's theory. According to this, the free enterprise system is quite enterprising and dynamic, always conquering new business heights through new products and services (Ghannajeh *et al.*, 2015; Ahmed, 2016). Entrepreneurship is a source of innovation and serves as a growth engine. The theory looked into the links between the economy and entrepreneurship. "The innovation leader, the innovator, the developer, the promoter, the person who initiates and identifies technical advancements and succeeds in getting them introduced," said Schumpeter (Ghannajeh *et al.*, 2015). In business terminology, the innovator is the

entrepreneur, whose primary function is entrepreneurship, which is the source of all business inventions and improvements, as well as the primary source of economic progress. Thus, entrepreneur entrepreneurship innovations business and economic development are the order of economic development. 'Schumpeter's ideology is "innovate or perish." Profit is the reward for enterprise (Ahmed, 2016).

Innovation (s), which is defined as "the introduction of anything new-a new idea, method, or device," is at the heart of Schumpeterian entrepreneurship. Any company, region of the country, or country's economic development is dependent on innovation. As technology advances, the scales of old products and businesses shrink. Inventions and inventors are the foundations of any economic unit's future. Innovative genius is believed to be "1% inspiration and 99 percent perspiration," according to Thomas Edison (Hisrich *et al.*, 2019).

Economic Development Theories (Endogenous growth)

Paul Romer and Robert Lucas created endogenous growth models that put a higher focus on the existence of individual capacity. How personnel with more knowledge, education, and training can aid in the growth of innovation (Ihimepken *et al.*, 2015). They emphasize the need of governments actively supporting technology and innovation. Firms may have no motivation to invest in new technology, they argue, because they will struggle to prosper in competitive marketplaces, according to the free market classical approach. The theory focuses on improving both capital and labor productivity. According to this theory, increased labor productivity has growing returns rather than diminishing returns. They claim that, contrary to Solow's prediction, greater capital does not always imply lower returns (Naude, 2013). It is more complicated, according to them; it is dependent on the sort of capital investment. A knowledge-based economy places a greater emphasis on spillover benefits. The focus is on free markets, with less regulation and subsidies. The argument goes that economies must remain open to the forces of change. Enabling inefficient enterprises to fail, according to Joseph Schumpeter, was a necessary aspect of capitalism, allowing resources to migrate to more efficient routes (Ihimepken *et al.*, 2015).

III. METHODOLOGY

This study employed a descriptive survey research approach, with a structured questionnaire used to elicit information from the target respondents, who are registered entrepreneurs with the Nigeria Association of Small-Scale Industries (NASSI) in Kwara State. The study compiled and analyzed primary data. Because of the population characteristics and the representative nature of the sample of the population for the study, the survey research design selected becomes essential. According to the 2016 Survey report on registered members of the chapter by the then chairman Mr. Solomon Olawoyin, the population of registered entrepreneurs in Kwara State is projected to be 5,681. Simple random sampling was utilized as the sample technique.

The responders were chosen at random to ensure that everyone had an equal chance of being chosen. The replies came from various departments inside the company. It also cuts across the organization's hierarchy at all levels. The business owners were chosen at random from several categories. All of these people were chosen to ensure that all viewpoints were represented. However, because of the large number of company owners in the region. The Taro Yamane (1973) formula was used to calculate sample size from the community population. This formula was used to obtain a sample from respondents for the interview, with a confidence level of 95% and a 5% sampling error.

$$n = \frac{N}{1+N(e)^2}$$

Where n = desired sample size

N= Target population of the study

e= precision of sampling error (0.05)

$$n = \frac{5681}{1+568 (0.05)^2}$$

$$n = \frac{5681}{1+5681(0.0025)}$$

$$n = \frac{5681}{15.2025}$$

$$n = 373.68$$

$$n = 374$$

As a result, the sample size of 374 registered entrepreneurs in Kwara state was selected for the study. For this study, the questionnaire approach was employed to produce and gather data. There were two sections to the questionnaire (A and B). Section A focus on the general information of the respondents, while section B focus on the research questions, all items in Section B were arranged on a five-point Likert Scale of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree respectively.

374 registered entrepreneurs in Kwara state were given the questionnaire to filled, only 350 questionnaires were filled properly and returned 24 questionnaires were not returned. The questionnaire was formulated using a Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1). To ensure a better understanding of the data, it will be presented as tables with rows and columns. Bivariate correlation approaches were used to analyze the data using the Statistical Package for Social Sciences (SPSS). The data analysis was done at a 95% confidence level.

IV. RESULTS

Table 1: **Characteristics of Entrepreneurs**

Characteristic	Frequency	Percentage
Nature of Business		
Food and Beverage	54	15.4
Information Technology	50	14.3
Photography	16	4.6
Real Estate	-	-
Trading	121	35.5
Consulting	11	3.1
Fashion	16	4.6

Engineering	21	6
Restaurants	23	6.6
Education	15	4.3
Manufacturing and Production	18	5.1
Others	5	1.4
Total	350	100
Number of Employees		
1 – 5	291	83.1
6 – 10	52	14.9
11 – 20	7	2
21 – 30	-	-
Total	350	100
Years of Existence		
5-10yrs	231	66
11-20yrs	106	30.3
21-30yrs	13	3.7
31yrs and above	-	-
Total	350	100

Source: Authors Field Work, 2022

Table 1 indicates the characteristics of the respondents, the nature of business revealed that trading is the most operated business in Kwara state with 121 respondents representing 35.5% of the respondents, Majority of the entrepreneurs (83.1%) had one to five employees, while the years of existence, 231 respondents representing 66% of the respondents are within 5-10years of existence.

Table 2: The Importance of Entrepreneurship Development

S/N	VARIABLES	\bar{x}	σ^2
1	Economic Growth is Boosted by Entrepreneurship	4.814	.180
2	Entrepreneurship fosters creativity.	4.800	.350
3	Entrepreneurship has the Potential to Promote Social Change	4.771	.177
4	Entrepreneurship encourages research and development.	4.228	1.638
5	Existing businesses are developed and improved through entrepreneurship.	4.756	.541

Source: SPSS output, 2022

The respondents were asked to rate how much they agreed with statements about the importance of entrepreneurship development. Positive averages ranging from 4.228 to 4.814 with a variance between 0.18 and 1.63 were found in the study of their responses. The statement "Economic Growth is Boosted by Entrepreneurship" had the highest mean (4.814), followed by "Entrepreneurship Fosters Creativity" (4.800), "Entrepreneurship has the Potential to Promote Social Change" (4.771), and "Existing Businesses are Developed and Improved by Entrepreneurship" (4.756). The least mean statement was "Entrepreneurship encourages research and development" (4.228).

Table 3: Roles of Entrepreneurships in Economic Development

S/N	VARIABLES	\bar{x}	σ^2
1	Entrepreneurs contribute to economic progress through developing new technologies, goods, and services.	4.914	.079
2	Entrepreneurial activity enhances firm and economy productivity.	4.771	.406
3	Entrepreneurial rivalry is forcing current businesses to become more competitive.	4.942	.140
4	By displacing established, dysfunctional firms, entrepreneurs speed structural change.	4.885	.445
5	In the short and long term, entrepreneurs create new job prospects.	5.000	.000

Source: SPSS output, 2022

The respondents were asked to rate how much they agreed with statements about the Roles of Entrepreneurships in Economic Development. Positive responses ranging from 4.771 to 5.000 with a variance between 0.000 and 0.445 were found in the study of their responses. The statement "In the short and long term, entrepreneurs create new job prospects" had the highest mean (5.000), followed by "Entrepreneurial rivalry is forcing current businesses to become more

competitive" (4.942), "Entrepreneurs contribute to economic progress through developing new technologies, goods, and services" (4.914), and "By displacing established, dysfunctional firms, entrepreneurs speed structural change" (4.885). The least mean statement was "Entrepreneurial activity enhances firm and economy productivity " (4.771).

Table4: Factors Militating Against Entrepreneurship Development

S/N	VARIABLES	\bar{x}	σ^2
1	Government policies	4.962	.105
2	Low Technological Capabilities	4.711	.458
3	Epileptic power supply	4.746	.609
4	Inadequate working capital	4.971	.280
5	Corruption	4.957	.041

Source: SPSS output, 2022

The respondents were asked to rate how much they agreed with statements about How entrepreneurship affects economic growth. Responses ranging from 4.711 to 4.971 with a variance between 0.041 and 0.609 were found in the study of their responses. The statement "Inadequate working capital" had the highest mean (4.971), followed by "Government policies" (4.962), "Corruption" (4.957), and "Epileptic power supply" (4.746). The least mean statement was "Low Technological Capabilities " (4.711).

V. DISCUSSION OF FINDINGS

From the study it was discovered that entrepreneurship development enhances economic growth and national development. Entrepreneurial activities have been discovered to create job opportunities, hence improving the standard of living of the people of Kwara State. To put it another way, entrepreneurship creates jobs. From several programs listed above concerning programs Nigeria Government implemented to enhance entrepreneurship development in the country, it is clear that Nigerian governments have consistently worked to promote entrepreneurship in the country. However, it is worrisome that, despite these efforts, the desired outcomes in terms of resolving the problems of mass unemployment, high poverty rates, and slow economic progress have remained elusive.

The high cost of doing business in Nigeria adds an economic dimension to the hurdles that new businesses face. High incorporation charges, legal and professional fees, business permits and licenses, and other start-up costs combine to place a tremendous burden on small firms that already face limited credit and high interest rates. Multiple taxes and levies in various forms imposed by the federal, state, and local governments act as militating factors for new small enterprises, whether entrepreneurial or not. Above all, corruption has posed a severe threat to the existence of enterprises in Nigeria in all of its forms. Nigeria is ranked 134th out of 178 economies in Transparency International's 2010 Corruption Perception Index. This equates to a score of 2.4 out of 10 (or 24 percent) (Economy Watch, 2010). Corrupt activities appear to pervade all aspects of our public life, from high-ranking officials collecting material incentives to dispense government-approved funding to micro, small, and medium-sized businesses, to office workers declaring files missing if they are not submitted with tips.

VI. CONCLUSION AND RECOMMENDATIONS

On the whole, entrepreneurship have been found to be a veritable source of economic employment. Entrepreneurship is a powerful tool that boosts economic growth instantly. The Importance and Benefits of Entrepreneurship in Economic Development are numerous. It brings new ideas and concepts of business that not only eliminate poverty but enable people to change their lives. It aids the government in developing an economy by availing taxes and foreign exchange. Understanding the relationship between entrepreneurship and economic growth can greatly help to make policies and their promotion globally.

If there will be no entrepreneurship it will be hard for countries to support their people and provide the products and services on such large scales. Moves by numerous Nigerian governments to foster entrepreneurship have not yielded the desired results throughout the years. One of the main reasons is that all small businesses are treated as entrepreneurial ventures, and regulations and programs are applied consistently. The second set of issues concerns economic, social, and political factors that contribute to an environment that is unfriendly to the growth of entrepreneurial firms and other small businesses.

Arising from this study, it is, therefore, recommended that:

- 1) Government should introduce programmes and policies that will promote entrepreneurship growth in Kwara State.
- 2) Adequate infrastructural facilities should be made available in the society, to encourage potential entrepreneurs to invest their resources.
- 3) Adequate security measures should be in place to ensure a smooth and enabling environment for business ventures.
- 4) Loan facilities should be provided for potential entrepreneurs willing to invest without stringent measures (collaterals) being attached to such loans and
- 5) There should be stability in the polity, sustenance of reliable and applicable government policies, while efforts should be made to curtail the high rate of corruption within the government circles in government business. Finally, tax relief should be extended to potential new entrepreneurs in the field as a source of motivation.

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Entrepreneurial Competencies and Performance of Paint Firms in Anambra State

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Abstract: The study examined entrepreneurial competencies and performance of paint firms in Anambra State, Nigeria. The study developed four objectives such as to; Examine the extent at which innovativeness affects profitability of paint firms in Anambra state: Assess the extent at which risk taking ability affects profitability of paint firms in Anambra state.: Investigate the extent at which strategic thinking affects profitability of paint firms in Anambra state. Determine the extent at which team work influences profitability of paint firms in Anambra state. However, four research question and hypotheses are formulated in line with the objectives. The study was anchored on Value creation theory propounded by Aristotle, (1998). The study adopted survey research design. Data were generated from primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected firm. The population of the study is 2827, The sample size of the study is three hundred and sixty-nine (369) employees. While three hundred and forty-seven (347) were retrieved. The hypotheses were tested using ANOVA method and Regression analysis at 0.05% level of significance. The findings of the study revealed that, Innovativeness has significant positive effect on profitability of paint firms in Anambra state, Risk-taking ability has a significant positive effect on profitability of paint firms in Anambra state, Strategic thinking has significant positive effect on profitability of paint firms in Anambra state. The study concluded that entrepreneurial competencies have significant positive effect on performance of paint firms. The study recommended that policy makers, educational institutions and the government in general should encourage innovativeness on the part of the youths. Educationists should project the principles of innovation to the youth to embrace it as a way to enhancing growth and business survival. Risks should be encouraged not only in businesses, but also in activities requiring decisions.

Keywords: entrepreneurial competencies, innovativeness, risk-taking, strategic thinking and team work

1. INTRODUCTION

Entrepreneurial competencies refer to entrepreneurs' attributes, characters and behaviour, which enable them to accomplish SMEs' objectives. It includes good qualities, motives, self-image, attitudes, behaviour, skills, and knowledge that make an organization perform exceptionally well (Ikupolati et al., 2017). These competencies cover the technical, human, and socio-economic skills as well as personality and knowledge competencies that promote SME performance. The combined utilisation of these competencies affords a measure of competitive advantage as well as the chance to survive, thrive and achieve high performance. Entrepreneurial

competencies assist SME owners in recognizing industry opportunities, marshaling resources and delivering products and services effectively and efficiently (Ibidunni et al., 2021).

The entrepreneurial competency approach can be used to describe the phenomenon why some entrepreneurs fail while others succeed in similar situations (Ahmad, 2012). Competencies play an important role in successful entrepreneurship. As entrepreneurs and managers share similar roles and tasks in organizations, particularly in small business or SMEs, researchers in the entrepreneurship field borrow the concept and related theory of competency from management literature Bird (2015). As a result, the competency approach has become an increasingly popular means of studying entrepreneurial characteristics (Baum, Locke, and Smith, 2011 & Man, Thomas, Lau and Chan.2012).

Entrepreneurial competencies include those clusters or related knowledge, attitudes and skills which an entrepreneur must acquire through managerial training and development to enable him/her produce outstanding performance, maximize profit, while managing a business venture or an enterprise (Nwachukwu, 2015). Quite often, less attention is paid to these critical success variables; rather attention is focused mainly on financial resources, Ojong (2015) thus attributing entrepreneurship failures to inadequacy in financial resources. This calls for a shift in paradigm by considering entrepreneurial competencies as a factor of entrepreneurship performance, and vice versa, lack of it as a large contributor to business failure. The concept of entrepreneurship performance is core to business because the major objective of businesses is to make profits (Mutindi, Namusonge & Obwigi, 2013).

The type of entrepreneurial competencies provided in most higher education institutions produce graduates for whom there exist little or no job market demands. On annual basis, graduates are produced to be gainfully employed by the formal sector of the Nigerian economy with little focus on graduate entrepreneurship. There is the observation from the public, especially industry players (employers and human resource managers), that most graduates in Nigeria lack certain qualities that enhances their performance on the job soon after their graduation. The main reason given for this perception is that there is little collaboration between university faculties and the industry/job market. Underlying the unemployment menace, the training received by university students has not been fully successful in equipping students with the required skills and competences needed for job creation and self -employment. This perception of most employers in Nigeria has made many fresh graduates find it difficult to get jobs soon because almost all the job advertisement through the mass media request for people with a number of postgraduate working experience.

In Nigeria graduate unemployment has undoubtedly become a herculean national canker of which every government has to deal with. A section of the public is of the view that job opportunities for new graduates are few while others contend that there are enough job opportunities, but the type of graduates produced from the institutions of higher learning are not all that suited for the available jobs. Most of the employers, therefore, select the fresh graduates who studied in the relevant fields for their jobs as trainees for a number of years before decision is taken either to hire them on full-time basis or as casual workers.

This problem has necessitated this research to the entrepreneurial competencies on the performance of paint firms in Anambra State.

Research Hypotheses

Ho1: Innovativeness does not have a significant positive effect on profitability of paint firms in Anambra state .

Ho2: Risk-taking ability does not have a significant positive effect on profitability of paint firms in Anambra state

Ho3: strategic thinking does not have a significant positive effect on profitability of paint firms in Anambra state.

Ho4: Team work does not have a significant positive effect on firm profitability in Anambra state

REVIEW OF RELATED LITERATURE

2. CONCEPTUAL FRAMEWORK

Entrepreneurship

Entrepreneurship is more than simply “starting a business.” It is a process through which individuals identify opportunities, allocate resources, and create value. This creation of value is often through the identification of unmet needs or through the identification of opportunities for change. It is the act of being an entrepreneur which is seen as one who undertakes innovations with finance and business acumen in an effort to transform innovations into economic goods hence Entrepreneurs see problems as opportunities and then take action to identify the solutions to those problems and the customers who will pay to have those problems solved (Akinyemi, 2014). Entrepreneurial success is simply a function of the ability of an entrepreneur to see opportunities in the marketplace, initiate change and creates value through solutions.

Entrepreneurial Competencies

The personal skills that engender the strategy for effective and efficient business performance are called entrepreneurial skills. Entrepreneurial skill are the ability to identify and exploit entrepreneurial opportunity for self-growth (Samian & Buntat, 2012). They also help entrepreneurs to acquire self-confidence, self-esteem and participate in decision-making at household and community levels (Rufai, Abdulkadir & Abdul, 2013). These, according to Cooney (2012), comprise inner discipline, ability to take risk, innovativeness, change-orientation and persistence,

The concept of entrepreneurial skill according to Anho (2014) is associated with various activities, but not limited to the following: Innovation, creativity, risk taking, initiative, visionary, focus, determination, team spirit, resourcefulness, financial control, self-confidence,

versatility, knowledgeable, dynamic thinking, optimum disposition, originality, people oriented, flexible in decision, responses to suggestions and criticism, need achievement driven, profit oriented, persistent and persevering, energy for hard work, adjustment to challenges and future looking. Entrepreneurial skills help to create and develop enterprise in various areas (Ewubare, 2010). In similar vein Entrepreneurial skills is associated with various activities such as; innovation, imitative, creativity resourcefulness, need achievement driven, profit oriented persistent and persevering, adjustment to challenges and future looking (Anho, 2011). Drucker (2015) argued that entrepreneurial skill is a practice and discipline and like any discipline, it can be learned. Entrepreneurial skill process occurs over a period of time and requires the active involvement of entrepreneurs. These skills according to Cooney (2012) are: ≥ Technical Skills, which are those skills necessary to produce the business product or service. ≥ Managerial Skills, which are essential to the day-to-day management and administration of the company. ≥ Entrepreneurial Skills, which involve recognizing economic opportunities and acting effectively on them. ≥ Personal Maturity Skills, which include self-awareness, accountability, emotional skills and creative skills.

Theoretical Framework

Value creation theory by Aristotle, 1998

Value creation, and variants, is essentially a theory of how to manage a business, or more broadly any organization. There are basically two competing theories of how to manage a business: producer surplus maximization, and stakeholder surplus maximization.. Aristotle conceived of value creation as a dialectic process that enhances the human experience in relationship within three value domains—the individual, the social and the natural order

Empirical Review

Danibrahim, Kohar, & Indiran, (2022). Examined the influence of entrepreneurial competencies on the performance of SMEs in Northwest Nigeria. Survey research design were used in the study, primary and secondary sources of data were used. Questionnaire were used as the method of data analysis. Drawing on the resource-based view (RBV) of the firm and the human capital theory (HCT), this study tested the direct influence of entrepreneurial competencies (i.e., attitudes, skills and knowledge) on the performance of small-scale enterprises (SMEs) operating in Northwest Nigeria. A total of 38 male SME owners (Mean Age = 40.53, SD = 5.94) and 17 female SME owners (Mean Age = 39.35, SD = 4.55) participated in pilot cross-sectional survey. The data collected from the entrepreneurs were analysed using IBM SPSS Statistics 27. The results of the linear regression analysis surprisingly revealed that the relationships between skills ($B = 0.18$, $SE = 0.19$, $p = 0.36$), attitude ($B = -0.09$, $SE = 0.16$, $p = 0.57$), and age ($B = 0.03$, $SE = 0.02$, $p = 0.11$) are not significant. However, the relationship between knowledge and SME performance is significant ($B = 0.77$, $SE = 0.21$, $p < 0.001$), and also accounted for 65% of the variance in firm performance. This is consistent with the assumptions of the RBV and HVT that placed basic entrepreneurial knowledge as a key driver of firm performance. Thus, the study recommends strengthening entrepreneur capabilities to promote better performance among SMEs

Nnamani, Agbo Umeh, (2020) examine impact of entrepreneurial competencies on profitability of firms in Nigeria manufacturing industry. The specific objectives are to: establish the effect of total personnel cost to total production cost (TPCPC) ratio on return on asset (ROA) of firms in the Nigeria manufacturing industry, evaluate the impact of total equity to total asset (TETA) ratio on return on asset (ROA) of Nigeria manufacturing firms. To achieve these objectives, ex-post factor research design was adopted. The population of the study was 4 selected manufacturing firms quoted on Nigeria stock exchange in Nigeria. The study covered a period of sixteen (16) years (2002-2017) gathered from various annual reports of firms in Nigerian manufacturing industry. The sample of the study focuses on the four listed manufacturing firms in Nigeria among which are Nigeria breweries Plc, Guinness Nigeria Plc, Nestle Nigeria Plc and Uni-lever Nigeria Plc. The method of data analysis was Panel multiple regression. The summary of findings are listed as follows: Total personnel cost to production cost ratio (TPCPC) has positive but not significant effect on return on asset (ROA) of firms in Nigeria manufacturing industry (t – statistics (1.342627) < Critical values (1.681), total equity to total asset ratio (TETA) has no significant effect on return on asset (ROA) of Nigeria manufacturing firms (t – statistics (1.342627) < Critical values (1.681). The study concludes that there is positive insignificant impact of entrepreneurial competencies on profitability of firms in Nigeria manufacturing industry. The study recommended that the management of Nigeria manufacturing industry should review and continually put work in line with the profit plan of the organization. As a result, policies pertaining capital structure, firm earnings and asset management should be emphasized.

Usman Muhammad Abdulkadir.(2020) examined the competencies required for SME performance, as influenced by strategic, organizing and opportunity competency. The paper adopted a cross sectional approach and gathered quantitative data from 480 randomly selected firm in the six 6 states of the region. Finding shows that engaging in core competencies of strategic thinking, strategic actions and visionary leadership by the entrepreneur are positively related to SME performance. Engaging in organizing competencies, entrepreneurs require organizing and leading competencies which are positively related to SME performance. Findings also show a positive impact of opportunity competencies in identifying and taking advantage of business opportunity. The study concludes that though entrepreneurial competencies analyzed here are positively related to SME performance. Entrepreneurs ought to engage in training and development to better equip themselves with best competency. The study recommended that, stakeholders and policymakers should be devoted to allocating resources for training programs for prospective entrepreneurs.

Jamie, & Enuoh, .(2020). examines the competencies required for entrepreneurial performance, as influenced by personal traits and leadership skills. The paper adopted a theoretical approach and reviewed the relevant literature as a basis for the examination of entrepreneurial competencies and performance. Finding shows that engaging in entrepreneurial core competencies, personal traits and learners skills are positively related to business success. Engaging in managerial role, entrepreneurs require organizing and relationship competencies which are positively related to business success. The study recommended that government should be devoted to allocating resources for training and education. Entrepreneurs should desire entrepreneurship training and be more proactive. The study concluded that though

entrepreneurial competencies are learnable through entrepreneurial training programmes and education they also serve as yardstick for formulating appropriate strategies and which when implemented enhance the attainment of business goals.

Agbenyegah, A.T & Mahohoma, T (2020) examined the impact of the three competencies to understand their impact on small business performance. The study put forward the argument that opportunity, personal and strategic competencies impact on SMEs performance. To evaluate the impact of the three variables of exogenous and endogenous on SMEs performance, three hypotheses were formulated. Empirical data was collected from 248 owner-managers of SMEs chosen from database through the Durban Chambers of Commerce and Industry (DCCI). For two weeks, the authors used the DCCI as the empirical context for the study where data was sourced. Being quantitative study, a self-designed 5-point Likert-scale questionnaire was applied to solicit empirical data. The outcomes of the study showed that entrepreneurial competencies such as personal, opportunity and strategic are crucial for small business performance. The findings also provide rich insights to some of the reasons for the rampant small business failures country-wide including eThekweni regions of South Africa. Further, the study unearths useful implications for owner- managers to ensure that in general competencies is critical for small business survival and growth.

Olaleye (2019) examined the effects of youth unemployment on socio-economic development in contemporary Nigeria. The findings showed that unemployment affects youth psychologically which will have a short and long term effects. It was concluded that tackling the problem of youth unemployment will really do the country good as it will become a better place, safer place and a country filled with talented and confident youths. The researcher recommended that youth should not rely on white collar jobs alone but they should be ready to learn vocational jobs such as motor mechanic, fashion designing, catering, soap making, etc. while they are in secondary school.

Jegede, Irewole & Dada (2019) reviewed youth empowerment programme in Nigeria and identified the challenges militating against its success. Primary and secondary data was used by the researchers. Data analysis was done in frequencies and percentages. It was found that youth empowerment is hinged on the fact that more than half of the Nigerian population is youth, about 70% of the population are poor with more than 29.5 per cent unemployed. Youth empowerment programmes were found not to be successful because of some identified challenges: poor implementation of policies, misappropriation of funds, youths not being adequately involved indecision making process, and corruption practices.

Ainab, &Lewa,(2019) determined the effect of youth empowerment(social, economical, political and cultural)on federal governance in Somalia. It was realized that youth empowerment usually plays a significant role in the area youth empowerment as well as social interaction on the Federal Governance in Somalia. The study adopted explanatory research design. The population of the study was 100 respondents from the Ministry of Youth and Sports out of which a sample size of 80 respondents were selected. Both primary and secondary data was collected and analyzed using SPSS Version 22.0. Findings showed that the youth in Somali are performing below their potential and need to be empowered if the community is to benefit from them. While

it was recommended for Somali government to empower the youth and bring about economic development.

3. METHODOLOGY

Research Design

The research design used in this study is survey design, the researcher used it to seek clarifications and convenience on the part of the respondent given schedules.

Sources of Data

The primary source of data is used in this study because of the variables that were used. Questionnaire is used to collect data from owner managers, and other key officers in the selected firms.

Population of the Study

This describes characteristics of employees of paint firms in, Anambra, which constitute the universe of this study. The population of interest therefore consists of all employees of paints in the Anambra states.

Table 3.1: Population Distribution of the paint Firms in Anambra State.

S\No	Names of Manufacturing Firms	Number of Employees
1	Achorlight paint	170
2	Sabvic paint	130
3	Bonalux paint	75
4	Patrose Alas paint	260
6	Tabraat paint	150
7	Vilux paint	225
8	Gioval paint	150
9	Royal majesty paint	125
10	Rutex chemicals paint	165
11	Silkcoat paint	160
12	Sharon paint	70
13	Rainbowlux paint	90
14	Sandtux paint	110
15	Safreed industry paint	210
16	Blessed obuneme paint	112
17	Kingsman lux Nigeria	87
18	Unify colours paint	201
18	A.C Rogers paint	118
19	Sam auto colours paint	79
20	Saclux Paint	140
	Total Population	2827

Source: Human Resource Department of the Respective Firms, (2022)

Sample Size and Sampling Technique

Given the nature of this study, it would be difficult to cover the entire population of (2827), so a fair representative sample of the population therefore was imperative. Accordingly, the sample size for the study was determined by using the Taro Yamane formular for calculating sample size as follows

Taro Yamane (1964), which states:

$$n = \frac{N}{1+N(e)^2}$$

Where

n= Sample size of the study

N = Population

1 = Constant value

e = Errormargin assumed to be (5%)

Applying this formula, we have

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{2827}{1+2827(5\%)^2}$$

$$n = \frac{2827}{1+2827(0.0025)}$$

$$n = \frac{2827}{1+105.58}$$

$$n = \frac{2827}{8.0675}$$

Sample size = 350.41 approx 350 employees

Sampling Technique

The research adopts purposive sampling. Purposive sampling enables the researcher to choose at respondents that would be of interest to the study while the stratified random sampling permits each of the different respondents in the firms selected without bias.

Method of Data Collection.

The instrument use for data collection is questionnaire. The questionnaire used consists of two sections, the section A is the respondent's profile, while section B is the general information. The questionnaire is designed using 5 point Likert scale that constructed according to the objectives of the study and oral interview was carried out to support the questionnaire.

Method of Data Analysis.

Statistics such as frequency count and percentages will be put to use in the analysis of research questions while hypotheses will be tested using ANOVA analysis. The hypotheses will be tested

at 0.05 level of significance. Analysis will be carried out with the aid of Statistical Package for Social Sciences (SPSS).

Decision rule: we will accept H_0 , if p-value is greater than 5% level of significance, otherwise we will reject H_0 , to accept H_1

4. PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. Three hundred and fifty (350) were administered among the employees of selected paints firms. However, Three hundred and forty-seven (347) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were based on the returned questionnaire. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned. The method used was percentage table technique and t-test for the hypothesis.

4.1 Questionnaire Response Rate

Copies of Distributed	Copies of Returned	Percentage Returned
350	347	99.14

Source: Field Survey 2022

Table 4.1: Respondents' Demographic Variables

4.1.1 Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	172	49.4	49.6	49.6
Valid Female	175	50.3	50.4	100.0
Total	347	99.7	100.0	

Source: Field Survey 2022

The above table reveals that the one hundred and seventy-two of the respondents which represents 49.4 persons were male respondents, while one hundred and seventy-five (175) respondents which represent 50.4% were female respondents. By implication, female

respondents were more than male respondents by 3 respondents in our selected sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	252	72.4	72.6	72.6
Valid Single	95	27.3	27.4	100.0
Total	347	99.7	100.0	

Source: Field Survey 2022

In the table above, out of the three hundred and forty-seven (347) respondents, two hundred and fifty-two (252) of the respondents were married, while ninety-five (95) respondents which represent 27.4 percent are single. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, and married, respondents that answered the distributed questionnaire

Table 4.1.3 level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
WAEC/NECO	29	4.4	4.7	8.6
BSC/HND	157	22.6	45.2	41.7
MSC/MBA	174	50.6	50.1	93.2
Total	347	98.3	100.0	

Source: Field Survey 2022

The table above indicates that twenty-nine (29) respondents which representing 4.7% percent maintain to acquired WAEC OR NECO while 45.2% percent of the respondents which represents one hundred and fifty-seven (157) have BSC/HND. However one hundred and seventy-four respondents which represent 50.1 percent either have MSC or MBA. This as the one of demographic item helps us to identify the education qualification of the respondents.

4.1.4 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
18-25	29	9.1	9.6	9.6
26-33	118	22.9	34.2	33.8
34-40	104	32.6	29.9	68.2
41-50	28	8.8	9.3	77.5
51-above	68	21.3	19.5	100.0
Total	347	94.7	100.0	

Source: Field Survey 2022

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 9.6% of the respondents are between the age brackets of 18 to 25 years while 34.2% respondents are within the age bracket of 26-33 years. On the same note, 29.9% of the respondents are within the age bracket of 34 - 40 years. On the same note, 9.3% of the respondents are within the age bracket of 41 - 50 years, while the remaining respondents representing 19.5% are within the age bracket of 51 years and above.

4.2 Hypotheses Testing

Hypothesis One

H₀₁: Innovativeness does not have a significant positive effect on profitability of paint firms in Anambra state .

Table 4.2.1 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.911	5	1.382	7.613	.000 ^b
	Residual	80.589	342	3.358		
	Total	87.500	347			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis one is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative is accepted, meanwhile Innovativeness has significant positive effect on profitability of paint firms in Anambra state .

Hypothesis Two

Ho2: Risk-taking ability does not have a significant positive effect on profitability of paint firms in Anambra state .

Table 4.2.2 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.507	3	4.501	6.952	.002 ^b
	Residual	64.993	344	2.708		
	Total	87.500	347			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis two is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative accepted, meanwhile Risk-taking ability has a significant positive effect on profitability of paint firms in Anambra state

Hypothesis Three

Ho3: Strategic thinking does not have a significant positive effect on profitability of paint firms in Anambra state.

Table 4.2.3 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.154	3	4.031	15.236	.000 ^b
	Residual	67.346	344	2.806		
	Total	87.500	347			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis three is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative accepted, meanwhile strategic thinking has a significant positive effect on profitability of paint firms in Anambra state.

Hypothesis Four

Ho4: Team work does not have a significant positive effect on firm profitability in Anambra state

Table 4.2.4 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.020	3	.604	23.172	.000 ^b
	Residual	84.480	344	3.520		
	Total	87.500	347			

Source: SPSS, Version, 20 2022

However, from the Anova table above, it was observed that the probability value of hypothesis four is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative accepted, meanwhile Team work has a significant positive effect on firm profitability in Anambra state

5. CONCLUSION AND RECOMMENDATIONS

Conclusion

This study investigated the entrepreneurial competencies and performance of paint firms in Anambra state. The findings revealed that entrepreneurial competencies have significant positive effect on the paint firms in Anambra state. Therefore, this study concluded that in order to achieve business performance, entrepreneurs need to acquire the strategic thinking, team work etc

Entrepreneurial competencies also have significant positive effect on the paint firms in Anambra state. This implies that the more an entrepreneur possesses entrepreneurial competencies in the areas of locus of control, self-efficacy and risk taking; the higher the performance of their firm. Therefore, this study concluded that entrepreneurial competencies generally lead to higher performance of Anambra state. The finding suggests that entrepreneurial motives characterized by the need for achievement, need for power and need for independence are significant and positive contributors performance of Anambra state. Therefore, this study concluded that the possession of entrepreneurial competencies by an entrepreneur lead to an improvement in performance of paint firm in Anambra state.

Entrepreneurs create value by shifting the resources of the society from lower to higher yields; Entrepreneurs practice should be aimed at a sound business practices but should bring a high integrity of their business with that of the society and its needs. An entrepreneur should look beyond the bottom line of monetary benefit and should have a higher sense of responsibility. Entrepreneurs more ambitious by trying to tackle the major issues in the society which require

immediate attention and bring about changes in the society, if this is done, Entrepreneurs will realize that they have gained self-esteem. They will feel good by “giving back to society”; as well feel they are new and recognized entrepreneurs for being socially responsible. They can work with passion. They will be more successful in their business and will make a difference in the way entrepreneurship is done; ultimately the way they are seen by others will be changed.

Recommendations

The following recommendations are posed based on the findings of the study:

1. It is recommended that policy makers, educational institutions and the government in general should encourage innovativeness in the part of firms. Educationists should project the principles of innovation it as a way to enhancing growth and business survival.
2. It is recommended that risks-taking should be encouraged not only in businesses, but in also activities requiring decisions.
3. We encourage brainstorming among employees of paint firm because the free-flowing energy generated by the team becomes the genesis of a multitude of ideas that produces useful results.
4. Team members' abilities have positive effect on employees performance in an organization. Managers should therefore endeavour to ensure that each team possesses of the necessary skills that will enable its members to perform effectively without having too much of each skill to the disadvantage of others.

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Impact of Non-Governmental Organizations (NGOs) on Financing Sustainable Economic Development in Nigeria (A Study of Benue State)

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Abstract: *The paper investigated the impact of non-governmental organizations on financing sustainable economic development in the face of poverty situation in Nigeria. The nation is well rich in terms of resources, however, massive and pervasive poverty enrobes her citizens. The scourge manifested in the form of: hunger, ignorance, insecurity, malnutrition, unemployment, poor access to funds or credit facilities, diseases, poor health facilities, high mortality rate, high rate of crime, corruption, poor access to social amenities amongst others. NGOs have been intervening in areas mentioned above for over a decade now, yet every measure of poverty ranks the country at the bottom list of nations. One could wonder what impact these numerous NGOs have created. In view of the foregoing therefore, the paper intends to ascertain the causal relationship between NGOs and sustainable economic development in Nigeria using Benue State as a case study. The data for this study was collected from National Living Standard Survey (NLSS) conducted by the National Bureau of Statistics. The data covers the period of 1990 to 2016. The study selected one thousand representative households, and data for the number of households were used to estimate the regression analysis. The result of the finding reveals that though a good segment of the households are extremely poor, that is, they are living below poverty line. There is causality between NGOs and economic development in Nigeria. The NGOs are persistently providing their interventions programmes. Hence gradual steps have to be taken before the nation will attain a stage of full development and overcome the scourge of poverty to some extent like other countries. The study finding shows that majority of the people of the state are unemployed, less educated, and their major occupation is farming, it will take time before they can enjoy their freedom from poverty. It recommends that the people of the state should be given proper orientation, essentially to see the need to be educated in areas like skills acquisition programmes and many should indulge in commercial activities to overcome the challenge of poverty.*

Keywords: *NGOs, Economic Development, Poverty.*

1.0 INTRODUCTION

The continuous and the persistent impact of poverty on the lives of people all over the world is a concern of everybody. The incidence of poverty on people is demonstrated through the waves of economic backwardness, lack of infrastructure, poor health facilities, unemployment, lack of education, lack of proper nutrition, and lack of shelter. According to UNDP (2010), over 1.5 million people of the world population live below the poverty line of one dollar per day, out of which 250 million people are from sub-Saharan African. Ojo (2000) affirms that at least half of the Nigerian populations are in abject poverty. The incidence of poverty kept aggravating according to the National Bureau of Statistics in (2013, 2014, 2015&2016) 15% of the population was poor. In 2010, 28% was poor. In 2011 the spate increased to 46%, but declined to 43% in 2012. Statistics have also shown that 41.6% of the population were living below poverty line in 2013 and slightly increased to 48% in 2016 (NBS, 2016).

The NBS (2006) reported that poverty has been massive, pervasive and engulfs a large proportion of the Nigerian society. Abiola and Olaofa (2008) in EdoumiekumoKarimoand Tombofa (2014)assert that the scourge of poverty in Nigeria is an incontrovertible fact, which results in hunger, ignorance, malnutrition, disease, unemployment ,social vices, poor access to credit facilities, low life expectancy,high rate of infant mortality, lack of access to good drinking water, housing and sanitation. Omotola (2008) opines that the country is rich but the people are poor. He continued that Nigeria is richly endowed with several mineral resources, geographical and socio-economic factors if such is properly tapped and adequately utilized, the issue of poverty can be totally eradicated and the living standard improved.

Abu(2009) surmises that Nigeria has witnessed a monumentalincrease in the level of poverty. This is evidenced through persistent hunger, social diseases, outbreak of wars, attack by the Boko Haram, Fulani attack on farmers, kidnapping, natural disasters among others which worsen the condition of the people more and more. In the words of Mohammed (1991) and Agba, UshieBasseyandAgba(2009), the Nigeria government, international agencies and most importantly,Non-Governmental Organizations (NGOs) are leaving no stone unturned in fighting this socioeconomic problem. As globalization and international businesses affect economic communities,likewise world affairs. They have become major striker in the field of international development essentially performing the functions of eradicating the menace of poverty both in rural and urban settlements.

Despite the operations of the NGOs in eradicating poverty in Nigeria, there seems to be high and increasing level of poverty where many are suffering from the high incidence of poverty. In the words of Edoumiekumo, Karimo andTombofa (2014) for poverty alleviation programme to succeed the questions to be answered are:

- i) What proportion of the people is poor?
- ii) How far are the poor from poverty line
- iii) What is the gap between the average poor and the core poor?
- iv) What are the determinants of poverty in the given society?

By addressing the above questions properly, one can ascertain the impact of NGOs in Nigeria in terms of poverty eradication, sustainable economic development. Despite the relevance of NGOs to the nation, its responsibility in fighting poverty and its relationship with economic development, many still raise questions of doubt that: NGOs have significant impact on the socioeconomic wellbeing of the people? Does it positively impact on the economic development in Nigeria? Many researchers espouse the fact that NGOs have impact on poverty situation in Nigeria but not empirically confirm. There is lack of well documented literature in this area the, few existing literature although exploratory, could not empirically study the relationship between NGOs and economic development. This study wishes to find out the relationship between NGOs and sustainable economic development then fill the existing knowledge gap in literature.

In view of the foregoing, the paper hypothesized that:

Ho₁. NGOs do not eradicate the spate of poverty in Nigeria

Ho₂. NGOs have no significant impact on socioeconomic activities of people in Nigeria

Ho₃. NGOs have no significant impact on the economic development in Nigeria

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Clarification

2.1.1 Non-Governmental Organizations (NGOs):

NGOs are private organizations that pursue activities to relieve sufferings, promote the interest of the poor people, protect the environment, and provide health, educational facilities, and other developmental programmes. NGOs are non-profit making organizations they are independent from government, they are not directly affiliated with government. They create a remarkable impact on the socio-economic and political activity of people. They are value-based organizations which depend in whole or in part on charitable donations and voluntary service. A large number of them operate in developing countries (Akpanudede, 2006). UNDP, (2008) and as well as World Bank (2001) state that NGOs refers to organizations not based on government, and not created to earn profit. Its term varies, in America for instance; it is referred to "private voluntary organizations" and in Africa it is called "voluntary development organizations". NGOs include many groups and institutions that are entirely or largely independent of government and that have primarily humanitarian or cooperative rather than commercial goals. They are private agencies in industrial countries that support international development. Indigenous groups organized regionally or nationally, and members group in local communities and promote community organizations. They also include independent cooperatives community associations. Citizen groups that raise awareness and influence policy decisions are also NGOs.

NGOs have a high network of activities in Nigeria and many countries for example, networking with national and international agencies with the aim of meeting national economic empowerment development strategy and the millennium development goal. As can be seen, it

contributes to national development in terms of democracy and good governance, poverty alleviation, women empowerment, primary health care, (sexually transmitted diseases, acquire immune deficiency syndrome) and other health related matters, education and functional literacy, development of the girl child, environment, conflict resolution, drugs abuse, and human rights (Akpanudoedehe, 2006).

2.1.2 Sustainable development

The concept of sustainable development is defined according to Brundtland in 1987 in Jhingan (2007) as “meeting the needs of the present generation without compromising the needs of future generation”. Sustainable development means that development should “keep going”. It emphasizes the creation of sustainable improvement in the quality of life of all people through increase in real income per capita, improvement in education, health and general quality of life and improvements in quality of natural environment resources. This sustainable development is closely linked to economic development. It is a situation in which economic development does not decrease over time. Sustainable development is development that is everlasting and contributes to the quality of life through improvements in natural environments. Natural environments in turn, supply utility to individuals, inputs to the economic process and services that support life. Pearce and Markandaya (1990) surmise that “sustainable development describes a process in which natural resources base is not allowed to deteriorate. It emphasizes the hitherto unappreciated role of environmental quality and environmental inputs in the process of raising real income and the quality of life.

The world development report 1999-2010 emphasizes the creation of sustainable development in the quality of life for all, people as a principal goal of development policy. According to it, sustainable development has many objectives. Besides, increasing economic growth and meeting basic needs, the aim of lifting living standard includes a number of more specific goals: “bettering people’s health and educational opportunities, giving everyone the chance to participate in public life, helping to ensure clean environment, promoting international equity, and much more”. Meeting the needs of the people in the present generation is essential in order to sustain the needs of future generations.

One of the policies for sustainable development is reduction of poverty. This policy provides greater employment opportunities to the poor. The government should expand health and family planning services and education so as to reach the poor that will help reduce population growth. Further, making investments in providing civic amenities like the supply of drinking water, sanitation facilities, alternative habitats in place of slums, and other social investment opportunities etc. will not only improve welfare but also environment (Jhingan, 2007).

2.2 Theoretical Framework

There exist different permutational ways of redressing poverty situation in Nigeria. One of the ways could be through the review of some theories of poverty that offer a better opinion of the problem of poverty and reduce it to minimum. This study essentially reviewed the theories of poverty and employment to provide a better insight into the study.

2.2.1 Situational Theory of Poverty

This theory looks at poverty from the perspective of one that result from imposed constraints of low income, unemployment and illness (Haralambus & Herid, 2004; O'Donnell, 1997). They opine that the poor share the same culture with that of the society with the difference being their inability to translate opportunities into realities due to imposed constraints.

The theory extrapolate that people are poor due to the fact that they find themselves in a situation of “no resource” and opportunities for them to advance their welfare. It lays credence to poverty at the same time focuses on the individual response to the objective situation of poverty (Islam, 2002). That if the situation the poor finds themselves alter they are likely to escape from poverty.

2.2.2 The General Theory of Employment, Interest and Money

The protagonist to this theory was John Maynard Keynes. The theory stipulates that to bring about a revolution especially in relation to the proposition that the market economy tends naturally to restore it to full employment after temporally shocks. The theory advocates full government intervention in employment generation. But situation where government cannot offer employment to her citizens for upliftment, an alternative agency should intervene; NGOs efforts in this direction can be considered so viable and supportive to the government.

2.2.3 Kenneth Kaunda's humanism theory

It was Kenneth Kaunda who propounded this theory. The theory holds that whatever changes that take place in the society, whatever sacrifices that are made by government, it agencies and other organizations (including NGOs), in the task of fighting to preserve the man centered society, the government and other organizations must remember that it is “people above ideology and man above institutions”. They should promote activities that place man at the front of all human activity (Damachi, 1976).

The study anchored on the general theory of employment, interest and money because it is the responsibility of government to take care of her citizens, but where government cannot meet up, NGOs can complement government.

2.3 Empirical Review

Adalemo (1987) discussed the rural development: New imperative with emphasis on the impact of NGO on rural communities in Nigeria. The study aimed at identifying the steps adopted by the NGO, for project development in rural communities and their roles. The results of the finding reveals that NGOs adopt several steps in project development prominent among them includes: community sensitization, project sustainability plan, community contribution, and capacity building and continuous stakeholders meeting.

Asolo (2000) researched on development issues in Nigeria with particular focus on the challenges of NGOs in the new millennium. The study examined the role of NGOs in participatory rural development. Frequency tables and simple percentages were used as analytical tools. The results of the analysis show that NGOs performed certain roles and

encounter challenges in the same areas as follows: community mobilization/employment, gender awareness and participation, health programmes, micro credit scheme and poverty alleviation, human rights among others.

Aliyu (2003) investigated on NGOs sustainable efforts towards reducing rural poverty in developing countries. The study adopted survey design through primary data and data were analyzed using descriptive statistics and Pearson product moment test. The results reveal that NGOs activities significantly influence health, job creation, education and economic development in rural communities.

Akpanudoedehe (2006) examined the effects of NGO towards reducing rural poverty in developing countries using Nigeria as a case study, evidence in Benue state. The study adopted multiple regression as tool of analysis using SPSS package. The result of the analysis reveals that NGOs operations in the study area has positive influence on certain basic aspects of human development essentially in the areas of educational development, health and socio-economic development in rural areas.

Zakaria (2011) evaluated NGO-led development interventions and their sustainable management in the savelugu-nantong district, Within the arena of development, sustainability is increasingly becoming a central issue. The sustainability of NGO led interventions has been challenged. Their activities within the study area have been noted for not living up to expectation. The prevailing circumstances in the study area reveals that these organizations, like the governments institutions they come to collaborate with, have had no significant impact on sustainability. It is this growing trend that takes center stage in this study. The study was qualitative in nature. Questionnaires were administered, focus group discussions were held. Along with these, respondents were observed and engaged in open discussions for further insights for inferences to be made from their statements and conclusions drawn. The study revealed how the work environment of NGOs impact on the delivery of interventions. The attitude of political regimes and socio-cultural values were not hostile to NGO led interventions. Rather prevailing economic conditions, donor commitment and the manner in which NGOs form groups were not seen as supportive to ensure sustainable interventions. Key findings have been presented and analyzed from a qualitative view point. Analyses have been made of intervention areas of NGOs, factors affecting sustainability, management approaches of interventions and areas of intervention that need emphasis.

Hassan and Forhad (2013) investigated on the role of NGOs in the sustainable development in Bangladesh. Non-governmental organizations are claimed to have impacts on the sustainable development in rural areas of the developing countries and the Bangladesh Rural Advancement Committee (BRAC) is identified as an example. This study considered BRAC as the case and has been aimed to critically outline the roles of this selected non-governmental organization (BRAC) in sustainable development process. With this particular aim, this study has also explored the trends of current poverty situations in Bangladesh. In addition, impacts of the BRAC sustainable development initiatives have also been analyzed, to some extent. This study has selected two villages of the Chandpur district of Bangladesh, where BRAC has been operating intense programmes. This study has used both the qualitative and quantitative methods of research. Results suggest that programmes undertaken by NGOs are capable of having

positive contributions in the sustainable development process to a certain level. The fact is that the programme implementation, where efficiency of the NGO employees is an indicator of success factor. The research is empirical and is expectedly to fill the gap of literature.

Utuk (2014) examined the role of non-governmental organizations (NGOs) in participatory and sustainable rural economic development in Nigeria which is predominantly a rural economy. It was descriptive essay. If development is to take place and become self-sustaining, it must therefore, emphasis more on rural transformation. The results of the finding reveal that; it is universally acknowledged that rural areas are very important to a nation. They serve as the base for the production of food and fiber. Yet, despite the importance of the rural areas, they have been neglected for long. Development plans of the country, therefore emphasized on rural economic development. But in the implementation of the planned objectives, the success was rather limited due to some constraints, at the top of which was the lack of participation by the stakeholders, the rural dwellers. The role played by government has failed at addressing the key issues in rural economic development. It is therefore, the responsibility of the Non-governmental Organisations (NGOs) who can penetrate the rural communities to engage them in participatory development process for the rapid development of the rural areas. It is the rural dwellers alone who can effectively identify their own problems and adequately identify their perceived needs. It therefore, becomes imperative that they are involved in the design and implementation of development programmes meant to improve their welfare.

From the reviewed works one can understand that the literature in respect to the topic in question is scarce. Most of the works are not empirically investigated.

3.0 METHODOLOGY AND MODEL SPECIFICATION

The common method of analysis was adopted for the purpose of comprehension because the topic researched affects the spectrum of life. Moreover in line with the objectives and hypothesis of the study that the simplest tool of analysis was chosen. The study used both primary and secondary data. The primary source of data was generated through the use of questionnaire. It was carefully developed and administered randomly to the public to elicit relevant information essentially from those who are poor and are privileged to benefit from NGOs intervention. The data collected was analyzed using descriptive statistics and inferential statistics. The study also made use of secondary data. This constitutes already published works of other researchers on this subject matter.

The measure of poverty used for the study is one exponential by Foster, Greer and Thorbecke (PGT). This measure of poverty is consistent and decomposable. According to Foster, Greer and Thorbecke (1984), the index is given as follows;

$$P_{\alpha} = \frac{1}{N} \sum_{i=1}^q \left(\frac{z - y_i}{z} \right)^{\alpha} \dots (i)$$

Where:

- i) Z = is the poverty line defined as $2/3$ of the mean per capita household expenditure (MPCHHE).
- ii) Y_z = Is the value of poverty indicator/welfare index per capita.
- iii) q = is the number of poor people in the population of size N .
- iv) a = Is the poverty aversion parameter that take value of zero, one or even two.
- v) Income poverty line is constructed as $2/3$ of mean per capita household total expenditure when $a=0$,
- vi) P_a Measures the depth of poverty. That is, how deep is the poverty, below the poverty line, whether the people are averagely poor.

Whenever $a = 2$, P_a , measures how further the core poor are from the poverty line compared to the averagely poor.

A logit model was adopted to extrapolate the probability that a household is income poor if and only if its per capita consumption expenditure is below the constructed poverty line given her socio-economic characteristics according to Edoumiekumo Karimo and Tombofa (2014).

Following the logit model specification by Edoumiekumo, Karimo and Tombofa (2014) the model is stated thus:

$$\ln L(Y_i) = \beta^1 x + u_i$$

This equation simplifies that it is a long-likelihood which provide that a household is poor given its socio-economic characteristics x ,

Where:

$Y_i = 1$ If per capita expenditure $< Z$ and $Y_i = 0$ otherwise.

β^1 = a vector of parameters to be estimated.

X = a vector of explanatory variables, made up of sex, sector, experience, occupation, household size, NGOs grant in terms of health, education, food, security, credit facility and other social amenities. Note that; sex is a dummy variable that takes the value of 1 if household is headed by male, and 0 otherwise; occupation is a dummy variable that takes the value of 1 if the household head is working and 0 , otherwise, NGOs intervention in key areas like; health, education, provision of employment, food security and other social amenities etc are dummy variables that take the value of 1 if such are provided and 0 , otherwise.

4.0 PRESENTATION OF RESULTS AND ANALYSIS

Table 1: Socio-economic characteristics of respondents

Characteristics	Variable	Frequency	Percentage
Gender	Male	356	36
	Female	644	64

Age (Years)	21-30	108	10.8
	31-40	228	22.8
	41-50	439	43.9
	51-60	225	22.5
Marital Status	Single	298	30
	Married	702	70
No per household	1-3	109	10.9
	4-6	118	11.8
	7-9	332	32.2
	10 above	441	44.1
Religion	Christianity	741	74
	Islam	259	26
Educational	FSLC	228	22.8
Qualification	WAEC/GCE	336	33.6
	OND/NCE	222	22.2
	HND/B.Sc	111	11.1
	Others	103	10.3
Occupation	Dependent	116	11.6
	Unemployed	442	44.2
	Civil servant	1081	10.8
	Businessmen	112	11.2
	Artisan	222	22.2

Source: Field Survey, 2018

From table 1, we can understand that majority of the respondents are female (64%) and most of them are married (70%) are within the age bracket of 41 – 50 years (43.9%). The result also shows that majority are Christians (74%) because of the dominance Christian religion in the State. 44.1% constitute the highest percentage of households with high number of dependents above 9 persons. Mostly (33.6%) of the respondents had only secondary education. The majority

(44.2%) of the respondents that benefited so much from the NGOs' programme are the unemployed.

Table 2:Logit Regression of the Impact of NGOs

Variable	Coefficient	Odds ratio	Standard Error	Z	P
Sex	0.1012	0.2431	0.1671	0.605	0.543
Age	0.0421	1.5449	0.2524	0.668	0.211
Household size	0.5846	1.6581	0.1221	0.013	0.049
Occupation	- 0.1674	0.8842	0.1678	0.041	0.000
Health	0.4612	0.9263	0.1336	1.006	0.010
Education	0.5567	0.1448	0.0124	0.012	0.021
Food	- 0.1984	1.7443	0.0645	-1.525	0.000
Credit facility	0.3784	1.3654	0.0249	0.148	0.033
Social amenities	- 0.1821	1.4682	0.0214	-3.836	0.000
Constant	1.0267		0.1431	7.175	0.003

Number of observations: 1000.

Log likelihood	322.5684
LRX ² (9)	286.83
Prob>X ²	0.000
Pseudo R ²	0.3746

Source: Author's Computation from 0 to 1

Table 3: Marginal Effect after logit

Variable	dy/dx	Standard Error	Z	P>Z	X
Sex	0.0341	0.0841	0.41	0.341	0.7452
Age	0.0411	0.0663	0.62	0.562	0.6984
Household size	0.0200	0.0431	0.46	0.621	0.2458
Occupation	-0.0101	0.0900	-0.11	0.042	0.7483
Health	0.0032	0.0086	0.37	0.000	0.5449
Education	0.0106	0.0124	0.85	0.005	0.3455
Food	-0.0098	0.0186	-0.53	0.001	0.8271
Credit facility	0.1006	0.1004	0.99	0.026	0.4863
Social amenities	-0.2103	0.2804	-0.75	0.045	0.6978

dy/dx is change of dummy variable from 0 to 1.

4.1 Discussion of Results

The logitregressions of Table 2 shows that the coefficient of household size, health, education, credit facility, among others have a positive signs. This is an indication that majority of the families have larger size of households and the larger the size of the family, the poverty incidence. It is on the basis of this that called for NGOs intervention essentially in the aspect of provision of basic physiological needs in the areas of health, education and moreover, provision of credit facility or grant. On the other hand, variables like occupation, food, and social amenities

have negative signs. These show that majority of the people under study are extremely poor, they lack sustainable occupation, adequate food, and also social amenities. These constitute the condition of the people that demand for NGOs intervention in the State.

Considering also the values of the odds ratios of the logit estimates which state that the households with large family sizes are bound to be 1.6 times likely to grow larger and to be poorer as against those with smaller family size. The odds ratio also point clear that the occupation of the people are 0.88 times less likely to be idle because of the intervention of NGOs. It also reveals that with the support of NGOs spending large on per capita expenditure on health are 0.16 times less likely to be poor due to NGOs intervention. The odds ratios of the logit estimates also revealed that the food, access to credit facility, and social amenities are: 1.7, 1.3, and 1.4 respectively more times likely for the people to be poor because of the less intervention of NGOs and government in these areas.

The analysis can continue by considering the marginal effect after logit from Table 3. The result shows that if the population of female folk continues to increase as against male despite the intervention of NGOs the probability that the household become poor is inevitable. Increased by 3% given that such families continued to be empowered by NGOs and they commit 74% of the resources provided by NGOs in productive ventures. If the population of the aged or the household size increase more than the size range of 10 and above per family the probability that such a household will become poor increase by about 2%. Same apply if the dependent population of the family size increase as against working population, the tendency of such a household becomes poor increase by 4%. Similarly, if the household size continues to increase as against the fixed income, such household will continue to use its scarce resources on education, health among others. The probability that such families become poor increase by 3% (health), 1% (education) despite the intervention of NGOs in those areas.

In another development, if there is a serious diversification in terms of occupation, that is from agriculture to other sectors of the economy. The probability that the household will be poor reduces by 1%. Supposing if the household head moves from female to male head, the probability that the household will be poor in terms of food will reduce by 9%. As a result of constant provision of social amenities in most of the communities by NGOs and government. The probability that the people become poor will reduce by 2% because most people will not only depend on agriculture but also on other means of livelihood.

5.0 CONCLUSION

The study discussed the imperative of NGOs on financing sustainable economic development (a study of Benue State). In view of the foregoing, one can conclude that even though poverty seems to be severe, however, there are palliatives measures in place offered by government and most importantly by NGOs who are providing funds and other measures to cushion the effects of poverty on the people. NGOs provide strategies that promote the sustainable economic development whose emphasis is meeting the needs of the present generation without compromising the needs of future generation. This conclusion is in consistent with that of Akpanodoedehe, (2006), Edoumiekumo, Karimo and Tombofa (2014) and Omotola (2008). Regardless of the efforts of NGOs in the state in specific areas like: Educational

development, Health improvement, economic development and many others as confirmed by the study that poverty incidence is so severe in the land strongerefforts need to be mounted against the fight of poverty to maintain sustainable economic development.

6.0 RECOMMENDATIONS

In view of foregoing conclusion, the following recommendations are stated:

- i) NGOs should adopt more local based strategies to fight for sustainable economic development and reduce poverty to the minimal level. The current approach though helpful, but minimally.
- ii) Government should enshrine an edict prohibiting the number of children per household in Benue State in order to avert the possible population explosion.
- iii) Government should encourage diversification from agriculture to other sectors of the economy like commercial activities, artisan and many others.

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Impact of Fulani-Farmers Conflicts on Livelihood in Nigeria: A Study of Burutu Local Government Area of Delta State

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Abstract: The study examined the effect of Fulani-farmers conflicts on livelihood in Nigeria: A study of Burutu local government Area of Delta State. The objectives of this study were basically to To assess the impact of Fulani-herdsmen on livelihood of Burutu Local Government area of Delta State. To determine the impact of Fulani-farmers conflicts on livelihood of Burutu local government Area of Delta State. To examine the impact of government strategies on livelihood of Burutu Local Government area of Delta State. To examine the impact of socio-economic effect on livelihood of Burutu local government area of Delta State. The study was anchored on frustration aggression theory. As a cross-sectional survey research design, a structured instrument developed by the researcher to reflect such options as strongly agree, agree, undecided, disagree and strongly disagree popularly referred to as four (4) points likert scale was used to obtain information from the respondents. The population of the study comprised of employee of the selected Local Governments in Anambra state. A sample size of 189 respondents was drawn from the population. Research hypotheses were tested using simple percentage and ANOVA which was carried out with the aid of Statistical Package for Social Science (SPSS) version 23. Findings from the study revealed that Fulani-herdsmen have significant effect on livelihood of Burutu Local Government Area of Delta State. Fulani-farmers conflicts have significant effect on livelihood of Burutu Local Government Area of Delta State. Government strategies have significant effect on livelihood of Burutu Local Government Area of Delta State. Social-economic effect has significant effect on livelihood of Burutu Local Government Area of Delta State. , Federal government should introduce ranching in collaboration with the state government, ban open grazing and equipped the security personnel with sophisticated equipment. There is overwhelming need for involvement of all stakeholders and the desirability of coexisting together. This can go a long way in mitigating farmer- cattle herder conflict in Nigeria.

Keywords: Fulani-herdsmen, socio-economic effect, government strategies livelihood.

INTRODUCTION

1.1 Background to the Study

Conflict between farmers and nomadic cattle herders have also been in common feature of economic livelihood in West Africa (Tonah, 2016). Over the years, Nigeria has witnessed an array of conflicts threatening its territorial integrity and its overall survival as a state. The recent one is the upsurge in the Fulani herders-farmers conflicts, which has become a blistering issue of concern in Nigeria because of its ubiquitous nature and level of savagery. Despite the occupational affinity between the nomadic herdsmen and sedentary crop farmers, the two groups have taken their disagreement to a terrifying and dramatic status of widespread killings, maiming and plundering with the farmers displaced from their ancestral lands (Kwaja & Ademola-Adelehin, 2018). From an economic perspective, the fractured relationship between the herders

and farmers has posed a serious danger to Nigeria's political and socio-economic development as well as the human development index. The consequences have been alarming.

It is estimated that over 10,000 people have been killed over the past decade with more than 6,000 of them being casualties in the past two years (Ilo, Jonathan-Chaver, & Adamolekun, 2019). To underscore the lethality of the Fulani-herders, it is reported that the death toll resulting from conflicts between herders and farmers in 2016 alone was about 2,500 persons and that between 2011 and 2016, fatalities averaged more than 2,000 deaths (International Crisis Group, 2017). This average exceeded the death toll from the Boko Haram terrorist activities in some years within the period. Updated data from the Nigeria Security Tracker documented that fatalities from herders-farmers conflicts in 2017 and 2018 were 1,041 and 2,037 deaths respectively (Campbell, 2018). The record of fatalities on Boko Haram conflicts in 2018 showed a death toll of 2,016 persons, an indication that herders-farmers conflicts were deadlier than the Boko Haram terrorist carnage. Notwithstanding the deadliness of the Fulani herders, the government's response has been poor and uninspiring (International Crisis Group, 2017).

Over time, many herding and farming communities in the same area have developed interdependent relationships through reciprocity, others by exchange and support (Moritz, 2010). Mwamfupe (2015), opines that farmer herders 'relationships are characterized by both conflict and complementarity and are actually two faces of the same coin. According to Hussein (1998), the relationship has always moved between cooperation, competition and conflicts. Herders graze on farmlands that belong to crop farmers and farmers depend on animal dugs for improving soil fertility. Also pastoralists require the calories produced by crop farmers, much as the crop farmers often require the protein and dairy products produced by pastoralists (Abba and Usman, 2008).

However, with decreasing interdependent livelihood activities, the relationship is increasingly characterized by incessant conflicts. Tonah (2016) reports that farmer-herder clashes have only since the 20th century becomes widespread in the coastal countries of West Africa. It is becoming common in nearly every part of Nigeria. According to Pasquale et al. (2007), pastoralist-crop farmers' conflict is the most predominant type of resource use conflict. In a newspaper study of conflict in Nigeria, Fasona and Omajola (2005) reported that farmer-herdsmen conflict accounted for about 35% of conflicts cases reported in Nigerian newspapers. It is widespread in the country and has been on the increase in recent times. Conflict threatens the livelihood resources of people particularly farming communities due to high dependent on natural resources for survival. Herder-farmer conflicts not only have a direct impact on the lives and livelihoods of those involved, they also disrupt and threaten the sustainability of agricultural and pastoral production in West Africa (Moritz, 2010) and invariably the sustainability of livelihoods of rural communities. Livelihood in this context includes all forms of economic generation and employment that support health and wellbeing such as agriculture, small businesses and manufacturing (United State Agency for International Development (USAID), 2005). According to the report, it comprises means by which households obtain and maintain access to the resources necessary to ensure immediate and long survival. These essential resources can be categorized into physical, natural, human, financial, social and political.

Households used these assets to withstand shocks and manage risk that threatens their well-being.

According to the report, conflict restricts or blocks access to one or more of these assets and at its instance, people try to find other ways of obtaining those resources, or compensate for the loss of one resource by intensifying their efforts to secure another (USAID, 2005). Furthermore, conflict has the capacity to severely undermine and constrain development efforts by destroying infrastructure, interrupting production system and diverting resources from productive uses (Adetula, 2007). More often, crop farmers are highly vulnerable, perhaps due to the subsistence, small scale, and rudimentary system of production and over dependence on natural resources for livelihood. Besides, they have limited resources and are dependent on rainfall, traditional farming implements(hoes and cutlasses), family and hired labour with poor access to institutional and infrastructural facilities (input, advisory services and market information, roads, etc.) (Attah, 2012), which have implications for yield per hectare. An investigation on the livelihood impacts on rural farming communities is crucial for appropriate response and intervention by stakeholders. Besides, it is relevance for informed strategy on effective and sustainable management and resolution of conflict.

Herders and farmers conflict in Nigeria and in Burutu Local Government Area in particular is not a new phenomenon partly because conflicts itself is part of human life and a component of every society, but violent conflicts are what societies try to avoid. One cannot deny the fact that herders and farmers conflicts have not existed. What is new however is that while in the past, conflicts between herders and farmers were less in terms of frequency and intensity and in most cases were settled amicably in communities by using traditional peace building mechanism (traditional rulers), the situation has assumed a more dangerous dimension of recent. Buttressing this view, Adetula (2016) asserted that previously the herdsmen were known to wreak havoc in certain communities in Nigeria, but now the rate at which they are committing these crimes has increased exponentially. In fact, the used of sophisticated weapons such as AK 47 guns during these conflicts further attested to the fact that herders and famers' conflicts have assumed a new and a more dangerous dimension that calls for greater intervention by government and NGOs organizations so as to build sustainable peace among the worrying parties. In delta State herders and farmers conflicts have impacted negatively on the socio-economic of the areas affected and the state at large. Integrated Regional Information Network (2009) reported that the two days of fighting between farmers and nomads in June 2009 left 3 dead and a number of pastoralists' settlements killed in Delta State.

Kwaja and Bukola (2018) also reported that in Nigeria, the consequences have been severe as more than 10,000 people have been killed and over 62,000 people have been displaced in the Middle Belt states of Benue, Kaduna, Nasarawa, and Plateau alone. In recognition of the devastating effects of conflicts on the economy, government, both local, state and federal have made frantic efforts in building peace among farmers and herders in the affected communities at different times. Government interventions have largely been in form of deployment of security personnel to flash points in addition to organizing peace building dialogue session for stakeholders. Similarly, Non-Governmental organizations like, religions bodies, traditional leaders and civil society Organizations, both local and International also have organized

advocacy and dialogue sessions on peace among herders and farmers in the State. Despite these interventions, these conflicts still persist as there are alleged pockets of attacks and killings going on in some local government areas. National Orientation Agency (2019) reported that about 27 natives of Burutu Local Government area in delta state brutally killed by suspected herders under the watchful eyes of security personnel who incidentally instructed them to go there and seek refuge. Based on these revelations from literature, it appears as if not much has been achieved with regard to identifying the drivers of herders and farmers conflicts, and the extent of the impact of such interventions in resolving the conflicts between the worrying parties in the State. To fill these gaps, this study investigated the effect of Fulani-farmers conflicts on livelihood in Burutu Local Government area in delta state.

Objectives of the Study

The general objective of this study is to examine the impact of Fulani-farmers conflicts on livelihood in Nigeria: A study of Burutu Local Government Area of Delta State. The specific objectives of the study are:

- i. To assess the impact of Fulani-herdsmen on livelihood of Burutu Local Government Area of Delta State
- ii. To determine the impact of Fulani-farmers conflicts on livelihood of Burutu Local Government Area of Delta State.
- iii. To examine the impact of government strategies on livelihood of Burutu Local Government Area of Delta State.
- iv. To examine the impact of socio-economic effect on livelihood of Burutu Local Government Area of Delta State.

REVIEW OF RELATED LITERATURE

2. Theoretical Underpinnings

Frustration Aggression Theory

Frustration–aggression theory also known as the ‘frustration–aggression–displacement theory’, is a theory of aggression proposed by John Dollard, Neal Miller, Leonard Doob, Orval Mowrer and Robert Sears in 1939 and further developed by Neal Miller in 1941 and Leonard Berkowitz in 1961. The theory says that aggression is the result of blocking, or frustrating, a person's efforts to attain a goal (Friedman Schustack, 2014). When first formulated, the hypothesis stated that frustration always precedes aggression, and aggression is the sure consequence of frustration. Two years later, however, Miller and Sears re-formulated the hypothesis to suggest that while frustration creates a need to respond, some form of aggression is one possible outcome. Therefore, the re-formulated hypothesis stated that while frustration prompts a behavior that may or may not be aggressive, any aggressive behavior is the result of frustration, making frustration

not sufficient, but a necessary condition for aggression (Zillmann Dolf, 1979). It attempts to give an explanation as to the cause of violence. Frustration is the “condition which exists when a goal-response suffers interference”, while aggression is defined as “an act whose goal-response is injury to an organism (or an organism surrogate). The theory says that frustration causes aggression, but when the source of the frustration cannot be challenged, the aggression gets displaced onto an innocent target (scapegoat). This theory is also used to explain riots and revolutions, which both are believed to be caused by poorer and more deprived sections of society who may express their bottled up frustration and anger through violence (wordpress.com, 2012).

According to Olu-Adeyemi (2017), a number of other variables influence the use of violence as well, for example the culture, the society, and the political environment. The culture must at least accept, if not approve, violent action as a means to an end. Violence is also more likely if the current leadership and/or the socio-economic/political system is seen as unresponsive. Olu-Adeyemi also asserted that the central theme of the theory is that scarcity is the product of insufficient supply (impact of climate population explosion) or unequal distribution of resource as a result of deprivation which ultimately leads to aggression. On the issue of frustration, it means that one’s access to means of livelihood (farming or grazing as the case may be) is being thwarted by another or possibly by particular circumstances and that one’s reaction to this thwarting is that of annoyance. Olu- Adeyemi also added that, deprivation is not based on wants or needs alone, but on the wants and needs that we feel we ought to have or deserve. More often than not, the Herdsmen are frustrated due to desertification, thus, the reality is that they face forced migration and as they migrate, series of challenges are encountered which in turn brings frustration. Similarly, farmers who have struggled to cultivate farmlands also get frustrated whenever herds of cattle destroy their farmlands.

The Fulani Herdsmen terror is a struggle over values and claims to scarce resources in which their aims are to neutralize, injure or to eliminate the host communities in a bid to fend for their animals. The violent activities of the Fulani Herdsmen occur because of the accumulation of residual instigatory effects of frustration. The terrorist activities of the herdsmen are traceable to the desertification that has caused depletion in grazing opportunities or scarcity of feed for their animals which in the long-run affects their economic wellbeing. If a herdsman loses his flock to drought and water scarcity, he may be frustrated because of the loss of livelihood. From this reality, he may be aggressive and since, he cannot channel it to the natural causes, he may in the long-run channel it to any person or group that obstructs his migration to a safe area. On the side of farmers and host communities in Nigeria frustration also occurs whenever animals of the herdsman trample on their farmlands to eat up their crops. And because they are frustrated too, they become aggressive and channel their aggression to the herdsman and their cows. Owing to this reality, conflict and confrontation is inevitable.

Empirical Review

Eme Ugwu & Onuigbo, (2017) examine the economic cost of Fulani-Farmers Clashes on the populace in general and the nation’s economy in particular.. This scenario has played out many times in Guma, Makurdi, Gwer West, Agatu, Logo, Kwande, Buruku and parts of Kastina-Ala local government areas of Benue State. The same is common in Enugu, Delta, Taraba and Plateau states. This paper takes a look at the economic effects of these conflicts by identifying the

remote causes and possible solutions to the challenge. The theory of Human needs served as our framework of analysis while documentary methods of analysis and content analysis were used to generate and analyze data. The study revealed that this pattern of insecurity challenge is detrimental to general well being of the people with its resultant effects in the area low quality of life, food insecurity, high cost of food, population displacement and even death, the destruction of business, properties and equipments, relocation and closing down of businesses. The study suggests that the Nigerian government and her security agencies should be pro-active in their responses, improve their intelligence gathering techniques and peace building and equip and motivate her security forces better.

Ibrahim (2014) examined conflicts over natural resources between pastoralists and indigenous farming communities in Agogo, in the Ashanti Region of Ghana. In recent years, Agogo has gained much coverage in the media over these conflicts. This study attempts to unravel the underlying causes of these conflicts. It argues that the conflicts are shaped by three different interests: farmers, herders and chiefs. The chiefs are interested in gaining revenues from land and natural resources by releasing them to migrants, including herders. This creates pressures on local resources and affects farmers' management of fallow land. It results in herders encroaching into farming areas and farmers moving into herding areas. The pressure on resources and encroachment of cattle onto farm lands, where they destroy crops, results in increasing tensions between herders and farmers which breaks out into violent confrontations.

Dimelu, Salifu, Chah, Enwelu, and Igbokwe (2017) assessed the causes and effects of herdsmen-farmers' conflicts on livelihood of agrarian communities in Kogi State. A total of 135 randomly selected crop farmers was used. Data were collected by use of structured interview and focus group discussion, and analysed using descriptive statistics and factor analysis. The results showed that crop farmers were predominantly male (85.2%), married (85.9%) and with mean age of 51 years. They were small scale farmers with average farm size of 2.9 ha and were engaged in the production of yam (97.8%), cassava(92.6%), maize (92.6%) and other arable crops, mainly for income and household food supply. The farmers indicated that violation of laws/tradition, livelihood interference and cultural factors were the major causes of conflict between crop farmers and herdsmen. Consequently, the socio-economic life, production outcome and settlement of crop farmers are affected, cumulating to breakdown in livelihood assets of farmers. The study recommends that there should be strategic and regular orientation of resource users on the need for co-existence and adherence to regulations regarding use of resources. Multi-stakeholders' efforts exploring grass root participation should be promoted by government and non-governmental organizations (NGOs) in policies and strategies for management of conflict. Farmers should be assisted with productive resources and training by extension services to reduce vulnerability and protracted conflict in the farming communities.

Enwelu, Dimelu, and Asadu,. (2015). explored farmer-cattle herder conflict and possible preventable and management strategies to ameliorate the situation. The study was based on desk review of available relevant literature. Information was accessed through web search, journals, newspapers, magazines, books and reports. The causes of the conflict were divided into two – immediate and remote causes. The immediate causes identified included: destruction of crops by cattle, contamination of drinking water sources and sexual harassment of women by herders.

Also, the status of farmer-cattle herder conflict was discussed. The current status is worrisome as herders are now carrying sophisticated weapons and farmers are threatening to follow suit for self defence. The effects of the conflict included: loss of lives and property, reduction in output of farmers and herdsmen and displacement of farmers and herders. The strategies to prevent the conflict were: creation of awareness of climate change, tree planting campaign and use of improved technology. Furthermore, strategies to manage the conflict included: setting up of peace-building committee, establishment of open communication channels and payment of compensation. The paper concludes that there is overwhelming need for involvement of all stakeholders and the desirability of coexisting together. This can go a long way in preventing/managing farmer- cattle herder conflict in Nigeria

Ajibefun, (2018) investigated the social and economic effects of the menace of Fulani herdsmen crises in Nigeria. The study specifically examined the causes of Fulani herdsmen and farmers clashes in Nigeria, and the social and economic effects of the menace of Fulani herdsmen in Nigeria. The sample of the study consisted of 250 farmers and 150 respondents from Fulani tribe selected from affected Local Government areas in Southwest, Nigeria via purposive sampling technique. A questionnaire titled Economic and Social Effects of Herdsmen Clashes Questionnaire (ESEHCQ) was used to collect data. Descriptive statistics and inferential statistics of t-test were used to analyze the data generated from respondents. The findings revealed that the major cause of the conflict was destruction of crops. The social effect of the menace of Fulani herdsmen are loss of human life, sexual harassment of human life, acquiring of weapons/arms, reduction in quality of social relationship, reduction of social support and high cases of rape while the economic effect of the menace of Fulani herdsmen are reduction in output and income of farmers/nomads, loss of produce in storage, displacement of farmers, scarcity of agricultural products, loss of house and properties and infrastructural damages. The findings also revealed that farmers and Fulani perception of the causes of Fulani herdsmen and farmers clashes in Nigeria are not different while farmers and Fulani perception of the social effects and economic effects of Fulani herdsmen and farmers clashes in Nigeria are different. Based on the findings, it was recommended among others that representatives of the host communities and Fulani herdsmen should be conveyed under a public forum and involved in the decision making and permitted to take part actively in the planning procedure of restoring peace to most of the affected communities.

Akerjiir, (2018) focuses on the underlining factors that are responsible for the increasing farmer-herder's conflict in Ukpabi-Nimbo community, Enugu state as a case study. In a bid to investigate the structural and processual variables, in understanding the conflict. It also examines the relationships that has existed over time due to the change in the mode of interaction, and the role of government in response to the conflict. Using a qualitative research approach, the study engaged 20 participants from the farmers community and neighbouring community using interview guides, Participant observation and Focus Group Discussion (FGDs). Data acquired was analysed by describing the situations. The Findings reveal that fingers cannot be pointed to one factor causing the increase in the conflict between the farmers and the herders. The various factors responsible for the escalation of the conflict are soil-erosion caused by change in climate, destruction of farmlands caused by cattle grazing done by the Fulani herdsmen. Moreso, cattle

rustling, and cattle theft done by gangs and groups called “Malaysian Boys” who are also raping and using the situation in the community to terrorize the people. It was also found that the government responses to the conflict is slow, and security forces are deployed to the community after an attack has been carried out by the said Fulani herdsmen even though there was an earlier warning prior to the attack that took place in 2016. The study concludes that the investigation into the increasing farmers-herder’s in Ukpabi-Nimbo community is far beyond what the eyes can see, looking at the various factors involve for the escalations and the unclarity as to who is behind the sequences of events.

Awotokun, Nwozor, & Olanrewaju, (2020) examined conflicts and the retrogression of sustainable development: the political economy of herders-farmers’ conflicts in Nigeria. This study generated both primary and secondary data to evaluate the socio-economic and political implications of the herders-farmers conflicts in Nigeria. While the primary data were generated through the instrumentality of key informant interviews (KIIs), the secondary data were obtained from archival materials and other published works. The study found that herders-farmers conflicts have inflicted serious costs on the Nigerian economy in terms of loss of resources and human lives. It also found that these conflicts have jeopardized the prospects of meeting the global goals of poverty eradication and zero hunger. The study equally found that the government has no specific set of strategies to contain the conflicts and that its equivocation and unwillingness to prosecute the architects and perpetrators of the conflicts has emboldened them. The herders-farmers conflicts have had serious impacts on the people. These impacts include human fatalities, social dislocations, especially displacement and disruption of people’s livelihood patterns and the exacerbation of poverty.

Okoro, (2018) examines the prevalence of herdsmen-farmers conflict and its effects on socioeconomic development in Nigeria. The study is anchored on frustration aggression theory, and the theory dialectical-materialism. The research adopts qualitative approach to data analysis which relies on secondary sources like journals, textbooks, newspapers and online publications. Results show that the conflicts have resulted to loss of lives, displacement, distrust, destruction of properties etc. The study concluded that the Herdsmen-farmers conflict created food insecurity, distrust and unemployment. The study recommended that State governments should designate grazing fields for the nomadic herdsmen and make them pay tax to the state.

Emma Chukwuemeka, & Eneh (2019) examine the implications of open grazing system on sustainable development in Nigeria. It was necessitated by the unprecedented burning of houses, killing and maiming of farmers across different blocs of Nigeria. The last few years witnessed violent clashes between pastoralists and crop farmers in various parts of the country over grazing resources which has led to the loss of numerous lives and properties, food shortages arising from abandonment of farm lands and destruction of crops, environmental degradation and conflicts of ethno-religious coloration among the various sections that make up the Nigerian state. The study adopted ex-post facto research method. And content analysis method was used as analytical tool. An in-depth survey was carried out adopting focus group discussion, face- to- face interview to complement data got from records. The study revealed among others that pastoralists perceive cattle breeding as government business which should take preeminence over other agricultural activities in Nigeria.

3.METHODOLOGY

3.1: Research Design

The research design that was adopted in this study is the survey design, Personal observation, interview and questionnaires were used in this study to seek clarifications and convenience on the part of the respondent given schedules.

3.2: Area of the Study

Delta State is a state in south-south Nigeria. The area called Delta State was once an integral part of the old Western Region of Nigeria. It became an autonomous entity on August 27, 1991 after having been part of the old Midwestern State (1963 1976) and the defunct Bendel State (1976 1991). Delta State was created from the then Bendel State 27th August 1991 by the then regime of General Ibrahim Babangida. Delta State is named after the delta region of the River Niger. It's capital is Asaba. Warri is the biggest commercial city in the state. Other major towns are Agbor, Ughelli, Oleh, Ozoro, Oghara, Sapele, Koko, Burutu, Okpanam and Ogwashi-ukwu. Delta State can be considered a miniature version of Nigeria, with various ethnic groups. Delta State shares common boundaries with Edo and Ondo States to the north west, Imo and Anambra to the north east, Rivers and Bayelsa States to the south east. In the south west and south it has approximately 122 kilometres of coastline bounded by the Bight of Benin on the Atlantic ocean. Delta State started with twelve local government areas. These were split further into nineteen local governments on September 27, 1991, and to twenty five LGAs in 1997. Asaba, located at the northern end of the state, is the capital. A master plan for Asaba Capital Territory, with an estimated area of 762 sq. km and designed to transform Asaba into a modern metropolis is being pursued by the state government.

3.3: Sources of Data

The primary source of data was used in this study because of the variables that were used. Questionnaire and semi-structured interview were used to collect data from the selected members of Burutu is a [Local Government Area](#) in [Delta State, Nigeria](#)

3.4: Population of the Study.

This describes characteristics of Burutu is a [Local Government Area](#) in [Delta State, Nigeria](#), which constitute the universe of this study. The population of interest therefore consists of all inhabitant of Burutu is a [Local Government Area](#) in [Delta State](#). Thus the population of this study is two hundred and eighty-six thousand, four hundred (286,400) people made of male and female. However the study will focused more on the population range of 18-64 years, which is ninety-eight thousand and five hundred (98,500). This population figure was derived from National Population Commission (NPC, 2020) collaborative survey for 2022.

3.5: Determination of Sample Size.

The sample size for this study was determined using the Borg & Gall formular of (1973). Statistically, the Borg & Gall (1973) formular for sample size is given by

$$n = (Zx)^2(e) [N]$$

$$(Zx)^2 = \text{Confidence level at } 0.05$$

$$e = \text{Error of margin (0.05)}$$

$$N = \text{Population of Interest} = 98,500$$

$$X = \text{Significance Level}$$

3.6: Sample Size and Sampling Technique

Given the nature of this study, it was difficult to cover the entire population of (4871), so a fair representative sample of the population therefore was imperative. Accordingly, the sample size for the study was determined by using the Borg & Gall (1973) formular for calculating sample size as follows

$$n = (1.960)^2 (0.05) [98,500]$$

$$n = (1.960)^2 (0.05) [98,500]$$

$$n = (3.8461) (4925)$$

$$= 1894 \implies 189$$

$$n = 189$$

Sampling Technique

The research adopts two sampling techniques namely purposive sampling and stratified sampling. Purposive sampling enables the researcher to choose at respondents that was of interest to the study while the stratified random sampling permits each of the different respondents in the states to be selected without bias.

3.7: Method of Data Collection.

The study makes use of structured questionnaire to elicit information from the respondents

3.8: Method of Data Analysis.

Statistics such as frequency count and percentages were put to use in the analysis of research questions while research hypotheses were tested using correlation analysis and simple regression analysis. The research hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. One hundred and eighty-nine (189) were administered among the selected respondents. However, one hundred and seventy-two (172) copies of questionnaire were retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire. The validity and reliability of this study is highly ensured, despite the number of questionnaires not returned. The method used was percentage table technique and t-test for the hypothesis. The method was adopted because it possesses a unique estimating property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

4.1 Demographic Table

		SEX			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	104	31.0	60.5	60.5
	FEMALE	68	20.3	39.5	100.0
	Total	172	51.3	100.0	

Sources: SPSS Output 2022

The above table reveals that the one hundred and four of the respondents which represents fifty-seven (60.5) persons were male respondents, while sixty-eight (68) respondents which represent 39.5% were female respondents. By implication, male respondents were more than female respondents by 21.0% in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

		Statues			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	82	24.5	47.7	47.7
	SINGLE	58	17.3	33.7	81.4
	DIVORCED	15	4.5	8.7	90.1
	SEPERATED	17	5.1	9.9	100.0
	Total	172	51.3	100.0	

Sources: SPSS Output 2022

In the table above, out of the one hundred and seventy-two (172) respondents, eighty-two (82) of the respondents were married. While fifty-eight (58) respondents which represent 33.7 percent are single. Fifteen (15) respondents which represent 8.7 were divorced, while separated were seventeen (17), which represent 9.9. Thus marital status table help us to know the number of single, married, and divorce respondents that answered the distributed questionnaire.

EDU					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	52	15.5	30.2	30.2
	B.SC/HND	93	27.8	54.1	84.3
	MSC	20	6.0	11.6	95.9
	PHD	7	2.1	4.1	100.0
	Total	172	51.3	100.0	

Sources: SPSS Output 2022

The table above indicates that fifty-two (52) respondents which representing 30.2% maintain to acquired WAEC/NECO, while 54.1% percent of the respondents which represents ninety-three (93) is B.sc/HND. Twenty (20) which represent 11.6 percent have m.sc, while seven (7) have Phd. This as the one of demographic item helps us to identify the education qualification of the respondent

Age					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	18-25	20	6.0	11.6	11.6
	26-33	42	12.5	24.4	36.0
	34-40	47	14.0	27.3	63.4
	41-50	20	6.0	11.6	75.0
	51-BOVE	43	12.8	25.0	100.0
	Total	172	51.3	100.0	

Sources: SPSS Output 2022

The above table reveals that the 11.6% of the respondents which represents twenty (20) persons were within the age bracket 18-25, while forty-two (42) respondents which represent 24.4% were within the age bracket 26-33. Again, 27.3% of the respondents which represents forty-seven (47) persons were within the age bracket 34-40, while twenty (20) respondents which represent 11.6% were within the age bracket 41-50. Lastly, forty-three (43) respondents which represent 25.0% were within the age bracket 51 and above. The implication of this is to enable us to know the age bracket of respondents that successfully returned their questionnaire.

4.2 Descriptive Analysis

This section presents the descriptive statistics on Fulani-farmers conflicts and livelihood.. The analysis of the individual characteristics of these variables is presented in the table below:

Table 1 Descriptive Characteristics of the Variables

Variables	Mean	Standard Deviation
Fulani-herdsmen	20.26	3.332
Fulani-farmers conflicts	17.89	3.751
government strategies	18.74	4.070
social economic effect	18.25	3.951

Source: Author's Compilation From SPSS Version 20

This table present the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for Fulani-herdsmen is 20.26 while the standard deviation is 3.332. Fulani-farmers conflicts and government strategies recorded a mean value of 17.89 and 18.74 with a standard deviation of 3.751 and 4.070 respectively. Social economic effect has mean value of 18.25 with standard deviation of 3.951.

4.3 Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 2 Summary of the Regression Result

The result of the multiple regressions formulated in chapter three is presented in the tables below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.265 _a	.690	.504	3.241	1.679

a. Predictors: (Constant), Fulani-herdsmen Fulani-farmers conflicts government strategies social economic effect

b. Dependent Variable: livelihood

Table 2 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.690. This implies that 69% of the variation on Fulani-farmers conflicts is explained by variations in Fulani-herdsmen, Fulani-farmers conflicts, government strategies and social economic effect. This was supported by adjusted R^2 of 0.504.

In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.679 in table 3 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

4.4 Hypotheses Testing

Hypothesis one

H_{01} : Fulani-herdsmen has no significant effect on livelihood of Burutu Local Government Area of Delta State

.

ANOVA**Table 3**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	139.809	4	34.952	47.346	.000
Within Groups	90.065	183	.738		
Total	229.874	187			

Sources: SPSS Output 2020

In testing this hypothesis, the F-statistics and probability value in table 3 is used. Fulani-herdsmen variables have F-statistics of 47.346 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Fulani-herdsmen has significant effect on livelihood of Burutu Local Government Area of Delta State

Hypothesis Two

Ho₂: Fulani-farmers conflicts has no significant effect on livelihood of Burutu Local government Area of Delta State

ANOVA**Table 4.**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	182.143	2	45.536	40.358	.000
Within Groups	137.652	185	1.128		
Total	319.795	187			

Sources: SPSS Output 2020

Second hypothesis has f-statistics of 40.358 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypothesis and conclude that Fulani-farmers conflicts has significant effect on livelihood of Burutu Local Government Area of Delta State

Hypothesis Three

Ho₃: Government strategies has no significant effect on livelihood of Burutu Local Government Area of Delta State

ANOVA**Table 5**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.746	3	.373	7.286	.002
Within Groups	161.869	184	1.305		
Total	162.614	187			

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 7.286 with a significance of .002 is less than .05 (i.e .002<.05), there exist no group difference. Therefore, Government strategies has significant effect on livelihood of Burutu Local Government Area of Delta State

Hypothesis Four

Ho₄: Social-economic characteristics has no significant effect on livelihood of Burutu Local Government Area of Delta State

ANOVA

Table 4.3.3

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.746	3	.373	5.236	.002
Within Groups	161.869	184	1.305		
Total	162.614	187			

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 5.236 with a significance of .002 is less than .05 (i.e .002<.05), there exist no group difference. Therefore, social-economic effect has significant effect on livelihood of Burutu Local Government Area of Delta State

4.6 Discussion of Findings

This research examined the effect of examine the impact of Fulani-farmers conflicts on livelihood in Nigeria: A study of Burutu Local Government area of Delta State. Data were sourced from the selected habitant of the community. The data generated were subjected to statistical analysis and the following output was ascertained.

Fulani-herdsmen and livelihood: The study found that Fulani-herdsmen has a significant effect on livelihood in Burutu Local Government Area of Delta State. The implication of these findings is that, the presences of Fulani headsmen are being felt in the Burutu community. They carried supplicated weapon and destroy farm produce of the community. This further agreed with the findings of Eme Ugwu & Onuigbo, (2017) examine the economic cost of Fulani-Farmers Clashes on the populace in general and the nation's economy in particular. The findings also corroborate with the findings of Dimelu, Salifu, Chah, Enwelu, and Igbokwe (2017). The farmers indicated that violation of laws/tradition, livelihood interference and cultural factors were the major causes of conflict between crop farmers and herdsmen. Consequently, the socio-economic life, production outcome and settlement of crop farmers are affected, cumulating to breakdown in livelihood assets of farmers..

Fulani-farmers and livelihood: The study found that Fulani-farmers has a significant positive effect on livelihood in Burutu Local Government Area of Delta State. The implication is that the conflicts between Fulani farmers are always felt in the community, the conflicts are blood bath war, Fulani headers men has cause troubles in various communities in Nigeria, Burutu community is not left behind. The finding is in line with the study of Enwelu, Dimelu, and Asadu,. (2017). The strategies to prevent the conflict were: creation of awareness of climate change, tree planting campaign and use of improved technology. Furthermore, strategies to manage the conflict included: setting up of peace-building committee, establishment of open communication channels and payment of compensation.. This also agrees with the study of

Ajibefun, (2018) farmers and Fulani perception of the causes of Fulani herdsmen and farmers clashes in Nigeria are not different while farmers and Fulani perception of the social effects and economic effects of Fulani herdsmen and farmers clashes in Nigeria are different..

Government strategy and livelihood: The study found that government strategy has significant positive effect on livelihood in Burutu local government area of delta state. This implies that government has been doing their best to remedy the Fulani-farmers clash in various communities in Nigeria. Various researcher has flown at government slow action to Fulani conflicts in some communities in Nigeria. Akerjiir, (2018) government responses to the conflict is slow, and security forces are deployed to the community after an attack has been carried out by the said Fulani herdsmen even though there was an earlier warning prior to the attack. Awotokun, Nwozor, & Olanrewaju, (2020) corroborates this finding by stating that, government has no specific set of strategies to contain the conflicts and that its equivocation and unwillingness to prosecute the architects and perpetrators of the conflicts has emboldened them. The herders-farmers conflicts have had serious impacts on the people. These impacts include human fatalities, social dislocations, especially displacement and disruption of people's livelihood patterns and the exacerbation of poverty

Socio-economic effect and livelihood: The study found that Socio-economic effect has a significant positive effect on livelihood in Burutu Local Government Area of Delta. This implies that socio-economic activities affect the livelihood of the community. The findings is in line with findings of Okoro, (2018) Herdsmen-farmers conflict created food insecurity, distrust and unemployment. The study recommended that State governments should designate grazing fields for the nomadic herdsmen and make them pay tax to the state. Ayodele Akinyemi Dongkum, Alexandra and Welburn, (2014) found also that Overall productivity has decreased and calving rates were particularly low

CONCLUSION, RECOMMENDATIONS

5.1 Conclusion

Fulani-farmers Conflict in agrarian communities largely revolves on livelihood issues. The results show that in addition to some structural factors, conflicts are associated with livelihood pressure and competition between crop farmers and herdsmen. Specifically, the dominant composite causes revealed in the study are violation of farm products, interference on livelihood sources, and cultural differences. Consequently, this impacts on the social-economic effect of crop farmers and subsequently, the entire livelihood assets of crop farmers ranging from physical, natural, human, financial, and social to political assets. The livelihood structure, food security and wellbeing of farmers are threatened and compromised which contribute to poverty, food and nutrition insecurity and poor health of farming communities, and further escalation of conflicts. Therefore, sustainably addressing conflict in farming communities is critical to achieving economic, agricultural development and sustainable livelihood.

Unfortunately, the nonchalant attitude of the Federal Government especially seemed to have emboldened the attackers to strike more frequently now than before at the nerve centre of

unprotected communities in many parts of the country. The disturbing rise in Fulani ethnic militancy should be considered as a national tragedy and placed among the priority security challenges facing the country which requires prompt and accelerated military action. It should attract the attention and concern of every well meaning Nigerian who loves this country and every effort should be put in place to assist the Federal Government deal decisively with the situation before it gets completely out of control like the Boko Haram problem which started like a local conflict several years ago before developing into the huge monster it has now become

5.2 Recommendation

i, Federal government should introduce ranching in collaboration with the state government, ban open grazing and equipped the security personnel with sophisticated equipment

ii. Finally, there is overwhelming need for involvement of all stakeholders and the desirability of coexisting together. This can go a long way in mitigating farmer- cattle herder conflict in Nigeria.

iii. Strategies by government, NGOs and communities that target conflict management or resolution should promote support for sustainable livelihood. Farmers should be assisted with productive resources like improved seeds, technologies and other agro inputs by the government to reduce vulnerability and protracted conflict in communities.

iv. Multi-stakeholders' efforts exploring grass root alliance and commitment should be promoted by government, policy makers and NGOs in policies and strategies for management of conflict and establishment of compliance to laws and regulation of instituted rural authorities.

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Sustainable Growth and Financial Performance on SMEs in Post COVID 19 in Imo State

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Abstract: *In the pursuit of constructing a sustainable world for all through the instrumental seventeen Sustainable Development Goals, the COVID-19 pandemic emerged and affected the efforts concentrated on these goals. Therefore, there is a pressing need to analyze the extent of the impact that unfolded from the pandemic on each Sustainable Development Goal and further to direct the post-pandemic situation to accelerate the progress in every goal. This study specifically identifies the effect of COVID-19 pandemic on the performance of SMEs business in Imo State and providing recommendations on how their businesses can improve and perform effectively during this falling economy and the numerous challenges caused by the pandemic. The study adopted a quantitative research technique using data collection method through the administration of structured questionnaire and on 10 selected SMEs with 100 respondents in Imo State which were selected purposively to elicit insights into the effect of COVID-19 pandemic on their businesses. Findings from the analysis indicated that the COVID-19 pandemic's effect includes: loss of competent staff resulting from reduction in staff salary, low revenue or income generation, lack of patronage, and lack of sincerity on the part of government to reduce the prevalence of the pandemic. The SMEs are often faced with problems such as: inability to pay salaries, repay loans and rent. Most respondent suggested that government should introduce a well monitored and structured palliative schemes, poverty alleviation programs, reduced interest rates, relax loans and defer tax payments. There are related variables that were not mentioned in this study. It is therefore necessary to consider them in future research work. Besides, there exists a knowledge gap in understanding the Sustainable Development Goals and its interaction with each goal through synergic and trade-of effects on financial Performance of SMEs.*

Keywords: Sustainable Growth, Financial Performance, SMEs, Post Covid 19, Imo state.

Introduction

It is now over a year since the coronavirus outbreak was declared a global pandemic by the World Health Organization. COVID-19 has claimed over 4 million lives and infected over 200 million people worldwide. The pandemic's impact has touched almost every aspect of modern life, upending public health systems, the global economy. Unemployment has risen, and the global economy shrank by 4.4% in 2020, according to International Monetary Fund (IMF) estimates. The vast majority of nations around the world entered into recessions, having

experienced negative GDP growth. Developing countries have suffered disproportionately due to the socio-economic fallout from the pandemic. Wealthier nations can afford to institute the crippling lockdowns and restrictions necessary at times to arrest the spread of the virus, and to support their populations so they can stay at home in an effort to limit community spread. Many developing countries however were often forced to rely on a mishmash of truncated measures to limit the fallout on populations already living in poverty or who rely on daily work for subsistence.

To address the aforementioned imperative problems, this study is formulated to perform an impact assessment as well as to provide direction in the post-pandemic environment to effectively progress towards the Sustainable Development Goals. This study is limited to identifying the cause, source or origin of COVID-19 pandemic, actual number of people that contacted the virus, accurate number of deaths, veracity of claim on the ravenous nature of the virus, empirical and theoretical claim to buttress the argument about the effect or impact of corona virus on the global economy, the possible coping strategies and palliative measures suitable to alleviate the effect of the virus prevalence on SMEs business operation. In addition, the sample size is a limitation because it is only a representative of the SMEs operating business in Enugu metropolis. In context with the post-pandemic scenario, the strategies to achieve the Sustainable Development Goals with environmental focus are presented with prioritization factor that supports quick recovery. This study deep down would provide a unique perspective to the research community and would impart deeper knowledge in connection with sustainability, while the solutions framed would steer the policy and decision-makers.

This report detail the ramifications of the COVID-19 pandemic. Disruption in operations was evident across enterprises with at least two thirds of businesses currently operating in the country having had to close down during the pandemic. The results also shed light on resistance to lockdown directives and regulation by the government, particularly among informal enterprises where a third continued to operate throughout the pandemic. Around one in ten businesses were still closed at the time of the survey. It is obvious that corona virus pandemic has seriously disrupted the world economy and continuing to ravage the existence of businesses. The small and medium businesses are worst hit. In the history of the world, infectious diseases have wreaked havoc among countries. The continuous and emerging global convergence is also influencing the speed of the spread of these infectious diseases. According to the World Health Organisation (WHO), the world has witnessed emergence of several disease outbreaks and epidemics caused by more than 20 infectious agents over the past decade. The emergence of coronavirus-associated diseases (SARS and MERS) inflicted global challenges to public health systems. SARS-CoV-2 (the causative agent for coronavirus disease COVID-19) is the latest addition to this expanding list of novel agents. WHO declared COVID-19 a public health emergency of international concern on 30 January 2020 and a pandemic on 11 March 2020.

Bogoch, (2020) report indicated a clustering pneumonia of unknown etiology in Wuhan, China: potential for international spread via commercial air travel. It is adjudged as to be one of the worst pandemics in human history with a staggering number of more than 1.4 million infections

in 177 countries and more than 85 000 deaths globally as at 9th April, 2020. The quick and successive spread of this virus called COVID-19 pandemic all over the world has meted huge and unprecedented difficult time in history. It became prevalent and began extending virally to the whole world with attendant contraction in the global economy. (Hughes, Hanna, McNeil, Bohl Moyer 2021) The virus was discovered in Nigeria in February 2020. It spread to some cities namely: Lagos, Ogun and FCT. The continual spread of the pandemic led to partial lock down of these cities in the first instance and later, a total lockdown of the whole country in March 2020.

The emergence of COVID-19 pandemic brought about changes worldwide including Nigeria. The changes are summarised as: increased sickness, death, poverty, effect on health, food production, security, money supply, reduced inflow of foreign exchange resulting from lack of export and import of goods and services except for essential products, lack of patronage resulting from restrictions in movement and access, changes in mode of business operation from physical contact to online and many others. The SMEs suffered and are still being affected by the emergence of the pandemic since year 2020. Patronage and cash flow of the SMEs evaluated was seriously impacted by the novel virus plaguing the world economy. This experience triggered negative survival, excitement and sentiment on the continuous infection of this pandemic. Businesses have collapsed and many more are on the verge of extinction due to prevalence of COVID-19 pandemic. Hence, most SMEs with insufficient capital outlay went into economic shock and it is highly unlikely to recover from this shock in the short run. The various hardship caused by this novel virus informed many countries in the world to enforce containment measures which led to the restrictions on movements nationally and internationally, total lock down and closure of business activities, border to border movement restrictions among others.

As SMEs are vital to economic growth and also contribute to the development of the world economy generally and specifically in developing economies, the SMEs play major role in economic development as employers of labour. Abosede & Onakoya, 2013; Aderemi et al. (2020) summarised that, the SMEs in Nigeria play pivotal role in the economic development resulting from their capacity to stimulate welfare of the people, reduction of unemployment and productivity. Bloom et al. (2001) indicated that health is a key player and a driving force that brings prosperity through economic growth and development. Therefore, absence of good health system and a healthy business environment, business activities cannot thrive successfully. Bloom et al. (2001) earlier noted that pandemics pose negative impacts on economic performance, through poor health.

The prevalence of COVID-19 has instigated various researches in economics, health, environment, manufacturing, agriculture and many more. It is expected that these research work will postulate possible coping strategies or mechanisms and guidelines that will mitigate against future effect of pandemic on SMEs and world economy. Brounen and Derwall (2010); Hon, Strauss and Yong (2004); Karolyi (2006) likened the effects of pandemics to terrorist attack, which inhibit trade and business activities within affected areas, and has the capacity to lower productivity. Srivastava & Agarwal (2020) indicated that the pandemic has posed the greatest impact on stock markets around the globe, and has caused worst economic meltdown since the 2008 global financial crisis.

In recent times, Goodell (2020) agrees that natural disasters and terrorist attacks are similar to the effects of COVID-19 on economic performance, because it inhibits trade and production within places affected. Financial Times (2020) attests to this, noting that the emergence of COVID-19 has created panic in the financial system, causing high volatility in several markets. Akhtaruzzaman et al. (2020) affirms by stressing that many financial and non-financial firms across the globe have been adversely affected by the COVID-19 pandemic, as stock returns are trending downwards these days. Busari and Jaiyeoba (2021) noted that even if the pandemic is resolved, its effects on business and economic performance will linger in the short run.

This study is interrogated by the researcher to elicit government sensitivity in ensuring medium- and long-term planning in health sector are made and reviewed periodically so that whenever SMEs are confronted with pandemics or shock of this nature in the future, they will be able to surmount it and avoid any possible future economic shock. Despite this global effect on the finances of SMEs, the following businesses experienced boom; Telecommunication, Medicaments and medical equipment, businesses involved in the production and supply of essential products, fumigation, decontamination and defogging service providers.

For the purpose of this study, the prospect and games theories were reviewed because of its relativity to the research study.

Statement of the Problem

There are many infectious diseases in the history of the world, but the COVID-19 has proven to be highly infectious, viral and contagious. The effect of this infection on human life is highly unprecedented. This has led to many operators of SMEs to close down business operation, social distancing, and also total compliance to lockdown directives by the Federal Government of Nigeria. The effect of this containment measures also led to a negative effect on the cash flow, supplies, revenue, and lack of patronage on SMEs businesses generally and specifically in Enugu, Nigeria. In addition, the containment measures such as; total lock down, restrictions on movement affected production level, reduced sales, reduced revenue, caused cash trap, hunger, illness, death, unemployment, poverty among others. These challenges hampered the performance of SMEs in the world at large and specifically on SMEs performance in Enugu since prevalence of COVID-19 pandemic. The effect of these on SMEs spurred many researchers to commence in-depth study into identifying and defining coping strategies and measures that policy makers, institution and many other stakeholders can adopt in order to avoid similar effect in the future.

Towards the end of 2019, an infectious and viral disease code named: COVID-19 became prevalence. The emergence of this novel virus was not evidentially traceable, but was adjudged to have emanated from a clustering pneumonia of unknown etiology in Wuhan city, a district in China. This un-identifiable virus spread virally to other part of the globe without frontier. The medical experts claimed that COVID-19 affects the entire respiratory system of the body by collapsing the lungs first which leads to shortness of breath and eventual collapse of all functional organs of the body.

In March, 2020, COVID-19 was discovered in Nigeria and the following states; Lagos, Ogun and FCT fell to record early casualties of the pandemic. The record provided by NCDC mid-November 2020 indicated many cases of patients that contacted COVID-19 and death rates. In order to contain the spread of the virus, the federal government instituted several measures, including a complete lockdown in the nation. This measure became a major constraint to business and specifically, SMEs due to; restrictions of movement, ban on market places, transport restriction and social distancing order. Therefore, since SME business operations play vital roles in economic growth and development, efforts should be made to ensure that they do not collapse or go into extinction. Hence, the need to provide social protection approaches and other palliative measures by the Federal Government of Nigeria. Therefore, the prevalence and spread of COVID-19 like wild fire is still a mirage and novel to the world. In view of this, effort has been made to present reviewed studies of previous researchers in this study area.

1.2. Research Objectives

The key objective of the study is to examine the effect of covid-19 on sustainable development: implications on financial performance of SMEs in Imo State

Drawn from the broad objective are the following specific objectives:

- 1) To highlight the effect of lock down on the financial performance of SMEs business in Imo State.
- 2) To determine the effect of COVID-19 infection on the financial performance of SMEs business in Imo State.
- 3) To determine the coping strategies for the financial performance of SMEs business Imo State

1.3. Research Questions

The following research questions were raised in line of the statement of the problem and research objectives.

- 1) To what extent has lock down affect financial performance of SMEs business in Imo State?
- 2) To what extent has COVID-19 infection affected financial performance of SMEs business in Imo State?
- 3) How can the coping strategies ameliorate financial performance of SMEs business in Imo State?

1.4. Statement of Hypotheses

The following null hypotheses were raised in line with the research questions and hypotheses to guide the study.

- 1) H_{01} : There is no significant relationship between lock down and financial performance of SMEs in Imo State
- 2) H_{02} : There is no significant relationship between COVID-19 infection and financial performance of SMEs in Imo State
- 3) H_{03} : The coping strategy has no effect on financial performance of SMEs in Imo State

Conceptual framework

Following various authors conceptual review, the researcher has made efforts to present a conceptual relationship between the independent variable, the proxies that indicated the effect of COVID-19 on depended variable and as shown in below which presents this study's conceptual Framework:

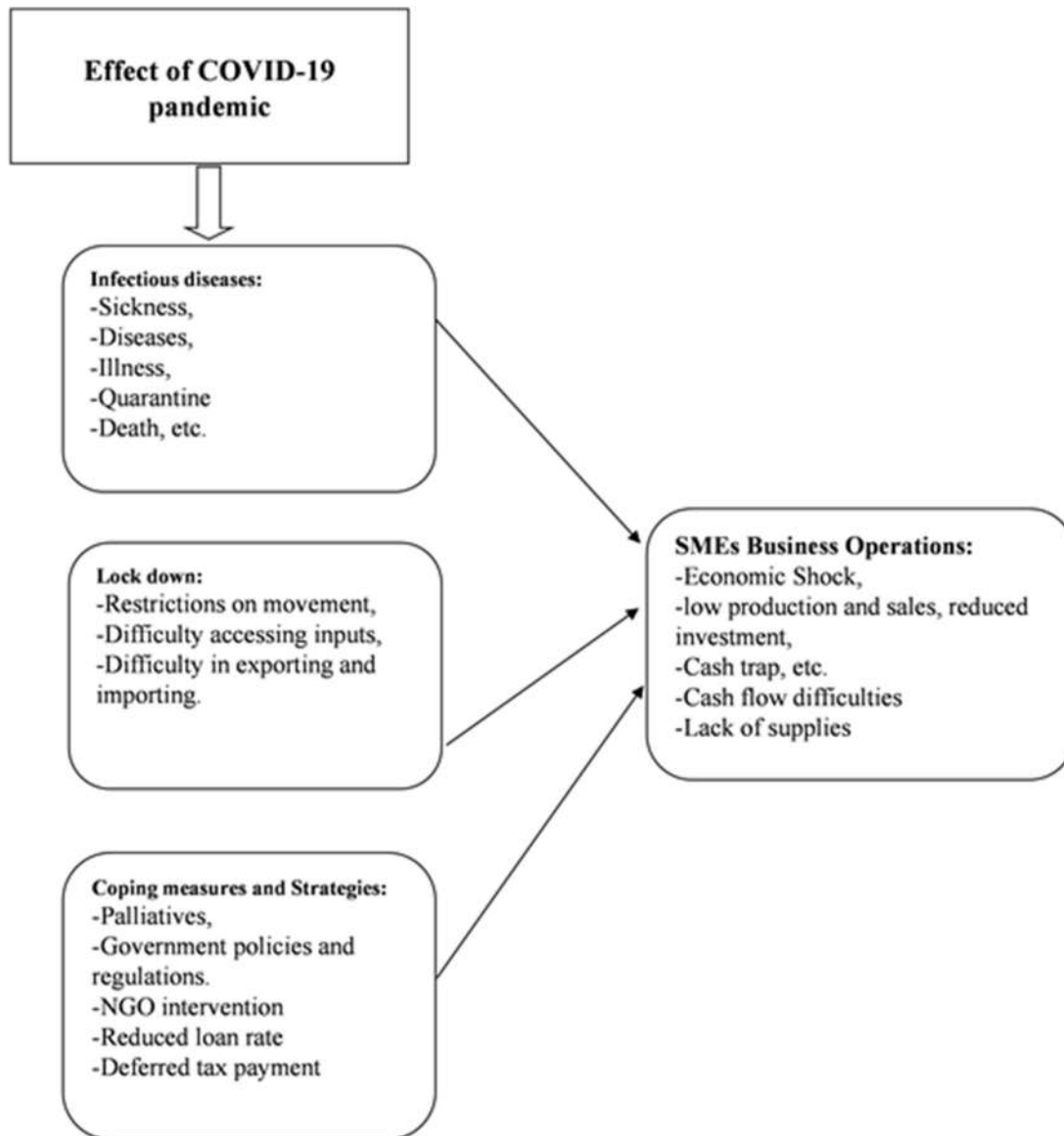


Figure 1. Study's conceptual framework. Source: Author's design 2022.

Seventeen Sustainable Development Goals (SDGs)

The Seventeen Sustainable Development Goals (SDGs) supported by 169 targets were adopted in the historic UN summit in September 2015 for guiding the development that needs to take place in the next 15 years (from 2015) and thus, giving rise to a sustainable world for all (UN SDGs 2020; UNDP 2020). Each SDG is not an independent goal, that is, an advancement made in any goal may effectuate synergic or trade-of effect with the progress in other goals. As every possibility for constructing a better world is being analyzed, engineered, and managed, the emerged unexpected enemy is influencing the multifold factors questioning the progress of SDGs. The prevalence of COVID-19 pandemic infected a distinctive drag on the progress of these superior goals. This consequential drag might either accelerate the progress by overcoming specific challenges or slacken the pace of progression by creating much more challenges to resolve. Thus, understanding the interaction between the SDGs is crucial, and knowing how the impact can reverberate across multiple goals would help us to resolve any similar problems in the near future. From another perspective, the pandemic can be considered an opportunity for addressing SDG key challenges by exploring the changes that happened in the stipulated time, and such an approach can remap the pathway towards achieving SDGs.

In context with this, analyzing the impacts on each goal is vital, and subsequent planning and effective execution of the best possible efforts as a revitalization strategy in the post-pandemic world is utmost which in the fullness of the time would sail us towards sustainability. Wang and Huang (2021) performed a meta-analysis and sorted out that the COVID-19 pandemic has a negative influence on 17 SDGs, while it has a positive influence on 14 SDGs. Another study by Tonne (2021) demonstrates that COVID-19 highlights the fragilities in society and human development and envisions the situation to make better decisions towards sustainability. The impacts of COVID-19 on the socio-economic, energy-environment, transport sector, and SDGs are presented by Nundy et al. (2021). The study suggests that in the course of recovering from the pandemic influenced impacts, the progress towards SDGs might even become worse and recommends collaborative efforts to progress towards sustainability.

Jaiswal and Jayakumar (2021) summarized the pros and cons of the changes induced by the COVID-19 pandemic as well as elucidated the lessons derived from the pandemic crisis. A study focuses on the pandemic resulted from the novel coronavirus has caused a global crisis and affected people physically, mentally, and economically. This pandemic will prevail in the memories of generations of people, and unfortunately, the impact caused by the pandemic cannot be erased by any sort of rapid remedies. The whole world realigned itself to fight the COVID-19, and the key elements of the society, especially the government, healthcare system, industries, and the public, contributed their joint efforts to achieve the common goal of mitigating the spread and ultimately to eliminate the coronavirus even if it leads to a consequential impact in terms of economic crisis. From another perspective, the cataclysm impact made by the pandemic crisis need to be assessed, and proper measures should be implemented so that humanity can thrive with minimal impact in the post pandemic scenarios.

Zhou and Moinuddin (2021) proposed and utilized an SDG interlinkage analysis for assessing the COVID-19 impacts and its recovery on two Asian countries, the Republic of Korea and

Bangladesh. The study suggests that by stimulating the progress in the impacted SDGs in the post-pandemic period, the SDGs can be put back on track, but focusing on affected SDGs alone might aggravate the trade-off that exists with environmental goals. Therefore, the stimulating efforts for managing the pandemic impacts should be inclusive of environmental goals. The impact of COVID-19 is exacerbated in developing countries, and a study illustrates such impacts by considering Enugu as a case study (Fagbemi 2021). The measures to curb the impacts emanated from the pandemic will likely lead to overlooking of critical issues prevailing in developing countries, such as infrastructural deficiencies, conflicts, paucity of quality education, fragile fiscal space, weak institutions, and inequalities.

Theoretical Framework

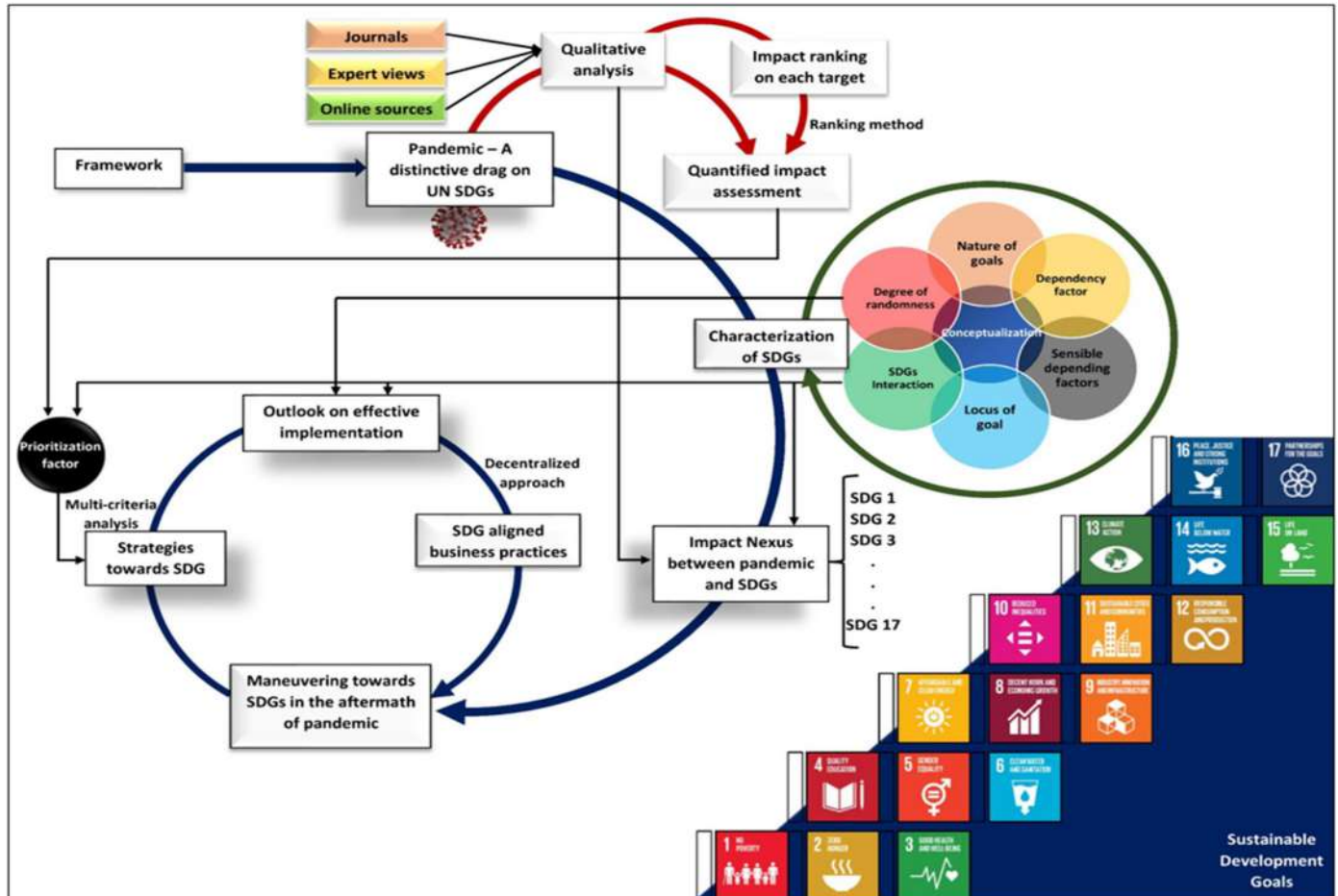
Many theories relating to economic shock, terrorism and pandemic have been postulated. Some of which are; real options theory, events systems theory, resource dependency theory, institutional theory, structural inertia, resources or orchestrated theory, Prospect theory and Game theory Craighead et al. (2020) elicited the relevance of games theory in decision making by SMEs during pandemic of this nature. Two theories related to this research study namely: prospect and Games theories are reviewed.

1) Prospect theory

Tversky & Kahneman, (1992), submitted that prospect theory becomes relevant and useful for decision making during uncertainty. It is often an advantage to present situation positively than on a negative term (Craighead et al., 2020), which leads to the selection of riskier options. Prospect theory facilitates prediction into the near future about how a manager will react under a pandemic situation.

2) Game theory

This is also a prediction theory Von Neumann & Morgenstern, (2007) posited that games theory uses a set of rules and guidelines on how stakeholders respond to situation and information while relating or interacting with one another. Games theory assumes selfish choices are made during one-time interaction. But Bo, 2005 submitted that, continuous relationship among stakeholders will lead to cooperation, knowing fully well that selfish act will lead to future retaliation. Games theory has been applied to the adoption of new technology (Zhu & Weyant, 2003), decisions on distribution channels (Xia, Xiao, & Zhang, 2013) and production quantities and optimal pricing (Gao et al., 2013). Based on the assumptions of Game theory, firms with the objectives of competing are likely to cooperate during Pandemic because of the implication of the high cost of defection (Craighead et al., 2020).



Framework of the study

The primary target of this goal is to achieve a less than 3% extreme poverty rate at a global level by 2030 (SDGs Knowledge Platform 2020a). Poverty is a multidimensional factor, and numerous studies also represent the intense interdependence between poverty and other factors (Dhahri and Omri 2020; Schleicher et al. 2018). According to a study by Robles Aguilar and Sumner, the young people residing in rural areas, although not working necessarily in agriculture, are largely considered the world's multidimensional poor (Aguilar and Sumner 2020). Hence, specific attention is required in the case of multidimensional poverty control and poverty among children (Pinilla-Roncancio et al. 2020; Pac et al. 2020). Indirect ways of mitigating poverty are also been investigated, such as co-benefits of the Paris Agreement on poverty (Campagnolo and Davide 2019). In the period between 2015 and 2018, the rate of poverty reduction slowed down to less than 0.5% per year (The World Bank 2020).

However, due to the devastating impact of COVID-19, the poverty rate will shoot up for the first time since 1998. The people belonging to congested urban livings, involved in informal services and manufacturing and those heavily affected by lockdowns as well as mobility restrictions are more prone to attain poverty than the chronic poor. The longevity of the pandemic occurrence and the economic recovery rate will influence the severity of these effects. UN Development

Programme (UNDP) conducted a new study to assess the recovery poverty trajectories in the post-COVID future (UNDP SDG Integration 2020).

Empirical Review

The following authors made meaningful contributions into effect of COVID-19 Pandemic on SMEs business performance in Nigeria. They are: Aderemi et al. (2020) “the Impact of Corona Virus (COVID-19) Pandemic on Small and Medium Scale Enterprises (SMEs) in Nigeria”, Akingbade (2021) “the challenges of COVID-19 pandemic on Micro, Small and Medium Scale Enterprises in Nigeria”, Otache (2020) “the effects of Covid-19 Pandemic on Nigeria’s economy and possible coping strategies”, and Oyewale et al. (2020) also provided insight in “ Estimating the impact of COVID-19 pandemic on Small and Medium Scale Enterprises: Evidence from Imo State in Nigeria”.

Aderemi et al. (2020) submitted that COVID-19 spread to Africa as by-product of globalization while examining the nexus between globalization and Covid-19 pandemic vis-à-vis Africa and China. Del Rio et al. (2020) examined the impact of COVID-19 pandemic on stock market value of China, Europe and USA with an application of differential analysis. The authors submitted that COVID-19 pandemic exacted different impacts in the stock markets the regions under study. In Abayomi et al. (2021) in a survey reported that many micro enterprises in the thirty-six states of the country were operating negatively and being affected by the pandemic particularly in the area of cash flow, revenue and sales. (Jaiswal, Jayakumar, 2021)

In the publication of UNDP, 2020, it was reported that many businesses and countries in the world are facing severe financial and economic crises resulting from the prevalence of Covid-19 Pandemic. As proclaimed by Albert Einstein: “Amid every crisis lies great opportunity” for managers, the Covid-19 crisis creates an opportunity to foster transiency and thus better cope with the next Pandemic (Craighead et al., 2020). The study presents a review of previous studies that empirically tested the relationship between effects of COVID-19 pandemic on the performance of SMEs business in Nigeria. Many researchers have conducted studies around the world since the emergence of COVID-19 pandemic with devastating effect on the world economy and have mostly affected the operations and performance of small and medium enterprises.(Kynclova, Upadhyaya, Nice, (2020)

Okey-Colbert et al. (2020) indicated that, despite the contributions of SMEs to the economic development and growth in Nigeria, it has been confronted with different challenges such as; low skilled manpower, multiplicity of statutory levies, fares, and incremental expenses of operating businesses. The SMEs are characterized by low productivity, limited access to financial resources and a negligible role in global value chains and the trading system. Obviously, growth in business is a measure of performance, hence, without growth, SMEs operations cannot be sustained or have sufficient capacity to confront crisis since most of the SMEs are already in comatose. Businesses cannot get supply of the goods they buy because most of them are majorly imported from China. Since most of these SMEs operate on a day-to-day level, their investments for the first half of this year 2020 have all but washed down the drain. Supply and demand challenges have led to an inability to meet loan and lease repayment schedules. As the overall

volume of production falls and cash starts to run out, some SMEs have already had to down size their staff strength, and some non-essential staff were relieved of their jobs. (Jaiswal,, Jayakumar, 2021)

Secondly, Abideen (2020) provided an insight of the effect of COVID-19 pandemic on the performance of SME business and its survival in a research study in Nigeria. The result of the study revealed the significant negative relationship with the SMEs performance. Following the negative effect COVID-19 pandemic is posing to the business performance of SMEs in Nigeria, most of them are reducing staff strength in order to cope with the overhead expenses, revenue is decreasing and declining geometrically, defaults in the repayment of loans are also being recorded due to inadequate cash inflow. Ironically, most of the SMEs are reducing staff strength, revenue is decreasing geometrically, and defaults in the repayment of loans are being recorded. There are many researches ongoing that are yet to unravel or explore the empirical performance of SMEs and more specifically on business owners in some part of Nigeria. (Dhahri S, Omri, 2020). It is on this premise that the author decided to examine the effect of COVID-19 pandemic on the performance of SMEs in Nigeria with specific emphasis on SMEs operating businesses in Imo State. Elavarasan, Pugazhendhi (2020)

Nundy, Ghosh, Mesloub, Albaqawy, Alnaim MM (2021) (A deeper interpretation of Sustainable Development Goals SDGs are the key to attaining a sustainable world, and thus, understanding the characteristics of the goal is significant for directing our efforts. This section elucidates in-depth concepts of SDGs which is a prerequisite for understanding the upcoming sections. Nature of goals on analyzing the 17 goals and their targets, it can be observed that a complex relationship exists between each other. Generally, when deducing how each goal can be attained, the nature of the goals can be segregated as implementation-based and consequence-based. Implementation based goal means that the advancement related to the goal is possible only by implementing certain measures, while consequence-based goals cannot be attained by direct implementation of any strategies but can be only achieved as a function of reaction to a few or many activities. Depending factor is another fundamental parameter that depicts the factor that a goal depends on, and it is derived by analyzing the goal and its corresponding targets. The depending factor for implementation based goals should be viewed as what developments has to be made to achieve the goals, while for the consequence based goals, it should be imagined as what factors are responsible for hindering the progress in the goal (Campagnolo, Davide, 2019)

The primary target of this goal is to achieve a less than 3% extreme poverty rate at a global level by 2030 (SDGs Knowledge Platform 2020a). Poverty is a multidimensional factor, and numerous studies also represent the intense interdependence between poverty and other factors (Dhahri and Omri 2020; Schleicher et al. 2018). According to a study by Robles Aguilar and Sumner, the young people residing in rural areas, although not working necessarily in agriculture, are largely considered the world's multidimensional poor (Aguilar and Sumner 2020). Hence, specific attention is required in the case of multidimensional poverty control and poverty among children (Pinilla-Roncancio et al. 2020; Pac et al. 2020). Indirect ways of mitigating poverty are also been investigated, such as co-benefits of the Paris Agreement on

poverty (Campagnolo and Davide 2019). In the period between 2015 and 2018, the rate of poverty reduction slowed down to less than 0.5% per year (The World Bank 2020).

However, due to the devastating impact of COVID-19, the poverty rate shoot up for the first time since 1998. The people belonging to congested urban livings, involved in informal services and manufacturing and those heavily affected by lockdowns as well as mobility restrictions are more prone to attain poverty than the chronic poor. The longevity of the pandemic occurrence and the economic recovery rate influence the severity of these effects. UN Development Programme (UNDP) conducted a new study to assess the recovery poverty in the post-COVID future (UNDP SDG Integration 2020). The analysis is underpinned by three scenarios such as “COVID Baseline,” “High Damage,” and “SDG Push” scenarios. The COVID baseline scenario indicates the additional poverty influenced by the pandemic and the subsequent recovery projections. In this scenario, the impact of pandemic results in a raise of 44 million people in extreme poverty (UNDP SDG Integration 2020). The High Damage scenario represents the future in which the economic recovery is slow, and the quality, and equal participation in societal activities and decision-making which covers both the SDGs. (Bruns, Macdonald, Schneider, 2019)

The UN strategies do not focus on the inequalities in water access and social mobility, but some studies have reported ways to reduce such inequalities as well (Cetrulo et al. 2020; Hackl 2018). It is seen that though the women employment is increasing day by day which is a good progress as in the case of SDG 5, their income is not justifying as compared to a man with a similar performance (not in all the cases) (UNESCO Inclusive Policy Lab 2020a) which in turn contrasts the development in both SDGs. Such complexities exist in strategically dealing with the progress of these goals, and to encounter this problem, the awareness and the governmental schemes and policies should appeal in such a way that it adores the perspective of social equalities. Concerning the pandemic, the inequalities have played a role in directing the impact. (Aguilar GR, Sumner 2020)

For example, a report mentions that in the USA, blacks are dying at a rate faster than whites (UNESCO Inclusive Policy Lab 2020b). Also, resource-poor countries could not purchase the equipment and products that are desperately required when compared to resource rich countries. In populous countries like India, urban inequalities exist and the massive population living in slums could not access water (World Resources Institute 2020a). On the other hand, a report claims that the USA experiences wealth inequality, meaning that when some experience a risk, the others (poor wealth) experience a double threat. In addition, the report from the Federal Reserve indicates that about 40% of Americans could not even cover the emergency expense of \$400 (Scroll. In 2020). A clear-cut argument can be made from the impacts; that is, a distressing situation like a pandemic will worsen the impact of inequality than ever. Three in ten people lack access to clean drinking water, and six in ten people lack access to sanitation facilities (Sustainable Development Goals 2021). Wastewater treatment, local governance, policies and services in the water sector, and natural resources are some of the crucial factors that influence the progress of this goal (Herrera 2019; Kookana et al. 2020).

Partnerships for the goal (SDG 17). The motto behind this goal is to promote the means of implementation through strong global partnerships for overall sustainable development, or in other words, it is a goal meant to expedite the progress in other goals through joint efforts in

terms of global partnerships. The pandemic has caused several impacts, but in regard to SDG 17, the impact can be assessed in two approaches. One aspect can be approached as to how multiple organizations, governments, and industries have put their joint efforts in mitigating the spread within and among societies. The other aspect deals with how the pandemic impacted the existing partnerships among various countries and organizations. For instance, India has agreed to partially ease the export of hydroxychloroquine and paracetamol to the USA and others. (Enesi, Ibrahim,. 2021)

Presentation, Analysis and Discussion of Findings

The structured questionnaire was distributed randomly by hand to various respondents within the selected SMEs. Specifically, the questions focused on effects of lock down, the impact of COVID-19 on revenue and performance of business, employment levels and awareness of government policy to support their business. Findings from the questionnaire are presented in bar chart below:

A review study emphasizes the pandemic impact on food security, agriculture, and livelihoods from the perspectives of developing countries and also provides coping strategies for the post-pandemic period (Workie et al. 2020). Another review study is propounded to investigate the impacts of COVID-19 on the triple bottom line of sustainability as well as on social, economic, and environment (Ranjbari et al. 2021). The study also emphasizes a sustainability action plan inclusive of pandemic impacts, sustainability transition during recovery with a special focus on SDGs, innovative approaches to substantiate economic resilience, investigation of long-term effects on social sustainability, and harmonization of COVID-19 studies relevant to sustainability research.

Table 3. The coping strategies or measures having no effect on financial performance of SMEs in Imo State.

Sources	F_o	F_e	$F_o - F_e$	$(F_o - F_e)^2$	$(F_o - F_e)^2/F_e$
So much Strain on the Income	65	26.67	38.33	1469.2	55.1
A little strain on the income	5	26.67	-21.67	469.6	17.6
No strain on the Income	10	26.67	-16.67	277.9	10.4
TOTAL	80				83.1

Table 1. The extent lock down affect financial performance of SMEs.

Sources	F_o	F_e	$F_o - F_e$	$(F_o - F_e)^2$	$(F_o - F_e)^2/F_e$
Little Extent	5	20	-15	225	11.25
Great Extent	75	20	55	3025	151.25
Not affected	0	20	-20	400	20
No response	0	20	-20	400	20
TOTAL	80				202.5

Sources	F_o	F_e	$F_o - F_e$	$(F_o F_e)^2$	$(F_o F_e)^2 / F_e$
Supplies from Federal Government and State Government through Local Government	5	26.67	21.67	469	17.61
Supplies from NGOs	0	26.67	-26.67	711.3	26.67
Supplies from Creditors	50	26.67	23.33	544.3	20.41
TOTAL	60				64.69

Table 2. The significant relationship between COVID-19 infection and financial performance of SMEs.

From the foregoing, the study revealed that COVID-19 pandemic has seriously impacted negatively on the performance and existence of SME business in Nigeria. Considering variables such as; lockdown, movement restrictions, closure of markets and social distancing to measure the effect of COVID-19 pandemic on the performance of SMEs in Imo State, Nigeria. Most of the variables had a positive and significant effect of COVID-19 pandemic on the performance of SMEs business. Therefore, these findings can be linked or associated to that carried out by Macias Gil et al. 2020.

The study examined the impacts of covid-19 on sustainable development goals and financial performance of SMEs in Enugu. Three hypotheses were formulated as tentative answers to the research questions raised. The Analysis result showed that, it is obvious that COVID-19 pandemic is causing severe disaster than good to business worldwide.

The study reveals that the progress towards SDGs is significantly impacted due to the COVID-19 pandemic. A detailed investigation on the impact of the pandemic on each SDG is drawn. Quantified impact analysis is performed by assessing the impact that occurred in each target of the goals. The results indicate that SDG is the most impacted goal followed with a score of 0.69 and 0.55, respectively. In the aftermath of the pandemic, the human response in regaining the economy will be the ultimatum for the extent of poverty rise. To possess a little positive impact with an overall impact score of - 0.04. The impact interaction between the SDGs is insightful in understanding how the SDGs depend or influence.

Conclusion Recommendations

To conclude, humans should perceive the current situation as an opportunity to tune themselves to impart actions. Therefore, Decisive measures should be in place to keep and maintain business that is at the verge of extinction and total collapse. Despite the palliatives being provided by the Nigerian government tagged "COVID-19 relief packages" to provide support to SMEs.

Sequel to the above, the following recommendations are Made:

1. Government should review monetary and fiscal policies measures
2. Government should focus more on investing in knowledge-based systems that equip academics staff in discharging their duties possibility of enhancing academic performance.
3. There should be partnership among countries to facilitate the development, production, and equitable distribution of vaccines across the globe, especially in low- and middle-income countries, to strengthen their global relationship for near-future needs.

4. Government should introduce a well monitored and structured palliative schemes, poverty alleviation programs, reduced interest rates, relax loans and defer tax payments.
5. It is also imperative for SMEs to increase their investment in technology to ensure that they can work from home along with reviewing and upgrading the digital system to ensure stable and effective communication and productivity.

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Gustative Marketing Strategy and Customers Patronage of Restaurant Businesses in Port Harcourt

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Abstract: *The purpose of this study was to empirically research the extent to which gustative marketing strategy relates to customers patronage of restaurant businesses in Port Harcourt. The quantitative research method which utilized a cross-sectional survey research design was adopted in the study. The target population comprised of all the customers of 369 registered restaurants in Port Harcourt, Rivers State as listed in Rivers State Yellow Page Directory, and this population is an infinite population; hence the Godden (2004) infinite sampling technique was deployed which gave us a sample size of 384. Three hundred and seventy one (371) copies of questionnaire out of the distributed 384 were valid and used for the study. The main research instrument (copies of questionnaire) was validated through expert checking while Cronbach Alpha Test was used to check for its reliability. The findings of the study showed that gustative marketing strategy has significant positive relationships with the measures of customers' patronage (customer repeat purchase, and customer referral). Hence the study concluded that gustative marketing strategies significantly influence customers' patronage in restaurants businesses in Port Harcourt. The study recommends restaurants management applications of gustative marketing strategy cues such as ensuring they offer customers good tasty meals, come up with a unique taste for their meals that is not easily imitated, and should maintain consistency in these unique tastes.*

Keywords: *Customer Patronage, Gustative marketing. Strategy. Repeat Purchase, Customer Referral.*

Introduction

Customer patronage is what every business lives for because with it comes return on investment and profitability which helps drive the business to attain growth and expansion in its industry. Customers of today according to Nwachukwu et al. (2022) change their taste and preference more often to attune to the current trends and innovations. Hence businesses invest in strategies and techniques to appeal and attract customers' patronage to their investment than competitors through several marketing communication medium. Today's customers are knowledgeable and well exposed to the gimmicks of advertising efforts and will easily ignore an advertising campaign that took huge amount of money to put together, rather will believe on referrals from friends and relatives before patronizing a product or brand. What better way to reach these skeptic customers than appealing to their emotions and subconscious minds through sensory marketing techniques as in the case of restaurant businesses through the sense of taste (Gustative marketing strategy).

Marketing has evolved from traditional marketing practices which revolves around transaction (Kotler, 1997) to emotional marketing (Psychological marketing) where the consumers are appealed to patronize or purchase a product or brand based on their feelings. No wonder Harvey (2018) asserts that no matter how much one would like to think of him or herself as a logical, rational person, human beings are slaves to emotion. Classical economics saw consumer as a rational being who tries to maximize the small amount of money he has to achieve utility, but current scholars have come to realize that not only reduced price can motivate a consumer when buying, but his emotions through the senses can play a major role too in his purchase decisions. Consumers' emotions and psychological experience towards a business product or services is vital for business survival because it will bring about love for the business and possible repeat patronage (Nwachukwu & Maudlinepac, 2022). That is why sensory marketing which appeals to the emotions of the customers via the five senses became a key practice in today's contemporary marketing, and the gustative sensory marketing practice is being investigated in this study as a way to revive customers patronage among restaurants businesses in Port Harcourt through appealing to customers taste.

AllSense (2014) asserts that gustative marketing is most often used for beverage and foods. These products are edible and needs to be tasted, hence marketers utilize the sense of taste to appeal to customers and have competitive edge over competition. No wonder New York Food Truck Association (NYFTA, 2020) asserts that in sensory marketing, taste is a creative and unique way of telling your brand's story while creating a lasting impression on your customers' through giving them memorable moments. Hence gustative marketing cues can actually serve as a good strategy to be utilized by restaurant business in Port Harcourt to beat the challenges of stiff competitions which have made most of the businesses fizzle out and disinvested by offering customers unique taste that will live a lasting impression on them which will keep them wanting for more.

Although several studies have tried investigating the impact of taste on consumers behavior (Namkung & Jang, 2007; Uddin, 2011; Min & Min, 2011; Donkoh et al., 2012; Huang & Dang, 2014; Samoggia et al., 2020) there tends to exist scarce empirical research work on the impact of gustative marketing strategy on customers patronage of restaurant businesses within the context of Port Harcourt dwelling on restaurants in this area using unique taste signals to encourage customers' repeat purchase and referral, hence our point of departure.

Aim of the Study

The sole aim of the study was to investigate empirically the extent of relationship existing between gustative marketing strategies and customers patronage of restaurants businesses in Port Harcourt, Rivers state.

Research Question

Based on the aim of the study, the following research question was formulated:

1. To what extent does gustative marketing strategy relates to customers patronage of restaurants businesses in Port Harcourt, Rivers state?

Research Hypotheses

Ho₁: There is no significant relationship between gustative marketing strategy and customer repeat purchase in restaurant businesses in Port Harcourt, Rivers state.

Ho₂: There is no significant relationship between gustative marketing strategy and customer referral of restaurants business in Port Harcourt, Rivers state.

Review of Related Literature

Theoretical Foundation

The theoretical underpinning of this study is the Stimuli, Organism and Response Model by Mehrabian and Russell (1974) which proves how an individual responds to environmental stimulus and this theory was adopted from the environmental psychology theory. Environmental psychology states that emotional response to the environment moderates the relationship between the environment and one's behavior (Mehrabian & Russell, 1974; Wu, et al., 2008). The Stimulus-Organism-Response (S-O-R) illustrates how the environment serves as stimulus (S), which is made up of a group of signals that causes an individual (O) to internally evaluate the cues and then generate a response (R) (Mehrabian & Russell, 1974 cited in Nwachukwu & Origbo, 2022).

The S-O-R model by Mehrabian & Russell (1974) was employed in this study clearly lays emphasis on how organisms such as the customer will respond to stimulus like the taste of a meal they ate in a restaurant or perceived to be tasty by patronizing the restaurant because of this cue. The emotional attachment of a customer for example toward good tasty meal has being proven by this theory to play a vital role in their response to the exposed cues and stimulus from the environment (restaurant).

Concept of Gustative Marketing Strategy

Gustative marketing strategy is a marketing technique that tries to appeal to the customer's sense of taste. Collinsdictionary.com defined gustation as the act of tasting or the faculty of taste. Gustatory perception according to Kikut-Ligai and Trzcielinska-Lorvch (2017) is made possible by the peripheral chemosensory organs, i.e., the taste buds, which are distributed in the epithelium of the taste papillae of the palate, epiglottis, tongue, throat and larynx. Hence the mouth is a very strong sense for tasting edible products such as those sold by fast food restaurants. That is why AllSense (2014) asserts that gustative marketing is most often used for beverage and foods. These products are edible and needs to be tasted, hence marketers utilize the sense of taste to appeal to customers and have competitive edge over competition. No wonder New York Food Truck Association (NYFTA, 2020) asserts that in sensory marketing, taste is a creative and unique way of telling your brand's story while creating a lasting impression on your customers' through giving them memorable moments.

The use of taste by marketers to lure customers to purchase edible product has been a well-known technique within the context of Nigeria. For instance, An Hausa man selling Suya (a locally roasted meat) will offer intending customers a little piece of meat to taste and know how sweet the meat is which will eventually encourage the buyer to ask for even more than he or she has intended buying. When it comes to edible commodities such as products sold by fast food

restaurants in Rivers State, several fast food management have failed to use taste as a visible advertising cue to attract customers to engage with their businesses unlike those in the Western world and the United States of America have done.

For instant, Hassan and Iqbal (2016) argued that during the use of promotional technique, marketing managers tries to compare the taste of their product with that of competitors through advertising the taste to induce the customer or through offering the product for free tasting, or through sampling. Such type of promotional activities according to Rieunier (2000) makes the customer readily want to buy the product once they tasted and liked it.

Taste being a strong component of the senses has been proven to have a link with smell. According to Studentshare (n.d.), “there is a close link between taste and smell; different studies have proven that a dislike for a taste of food leads to a dislike for the smell of that same food.” This simply implies that, the moment an individual tastes and dislikes a particular meal or product, he or she will instantly hate the smell of it because he/she will attach the smell to the bad taste of the product. Hence, a bad taste can make a product to fail. International Taste Institute (n.d.) argues that “even a well-known brand’s security cannot save the product if the customer doesn’t find its taste appealing.

Companies and marketers have come to realize the great impact the taste of their edible products have on customers perception of their brand and have tried improving on the taste to meet customers desire. Cannentererre et al. (2012) supports this assertion when they stated that in order to meet customer’s expectation, food industry came up with laboratories where they conduct test on new trends and develop new taste for customers. This shows that taste is a strong sensory marketing tool for appealing to fast food restaurant customers. This assertion is in line with the submission of NYFTA (2020) which states that the psychology of taste in, what’s known as, sensory marketing is a powerful tool that’s part of a consumer-strategy designed to tap into intense emotions of pleasure, while creating new memories or rekindling old ones. From the conceptual review above, it is clear that gustative marketing strategy which deals with the use of taste to appeal to customers’ emotional experience is a good strategy fast food restaurant managements in Rivers Sate can use to make a difference and stay ahead of competition. Next in line to be discussed is the concept of our criterion variable which is customers’ engagement.

Concept of Customer Patronage

There has been wide study about consumer behaviors within and outside marketing discipline. One of the major attribute of consumer behavior is patronage. Customer patronage according to Simons (2016) is the support or approval made available by customers with regards to a specific brand. While Raji et al. (2020) states that patronage could be assumed to mean the material aid and motivation offered by a patron, in this case the patron could be seen to be a customer in an exchange transaction. Concise Oxford English Dictionary (2008, as cited in Adiele et al., 2015), asserts that the word customer patronage signifies an individual or thing that uses something or someone who buys goods and services for personal use. In the case of Dictionary.com, patronage was defined as the financial aid or business given to a hotel, store or the like, by clients,

customers or paying guests. In this study, we define customer patronage as the act of a customer engaging with a business concern so as to buy a product or services. Hence when a customer walks into a restaurant in Port Harcourt and asks for a plate of food, eat and pay his bills, can be assumed as patronage.

Measures of Customer Patronage

Repeat Purchase

There is a popular adage in Igbo land which says that when a road is good, it is being repeatedly used by people, so also a product or services that satisfy consumers' needs and want will be repurchased by them when the need arises (Ikechi et al., 2021). Hence repeat purchasing happens when the customer is satisfied with the previous purchase of that product item. For instance, when an individual for the first time buys a meal from a restaurant in Port Harcourt and finds the food delicious and appealing, he or she will come back later for same delicacy when next the need arises and will also inform friends about the restaurant. Repeat purchase according to Tardi (2019) can be defined as purchases that customers make to replace the same items or services that they had bought and consumed previously. For Leonard (2019), repeat purchase is the purchase by a consumer of a same-brand product as bought on a previous occasion. It is where consumers regularly purchase a brand (Hfonfe, 2012). ActiveDemand (2014) defined repeat purchase as the purchase by a consumer of a same-brand product as bought on a previous occasion. While BusinessDictionary.com defines repeat purchase as the buying of a product by a consumer of the same brand name previously bought on another occasion. Customer engagement can be shown through their repeat purchase behavior. That is why McCandless (2018) states that the rate of repeat purchase gives you a clearer snapshot of the effectiveness of your entire retention strategy because it tells you how many customers are engaged enough to make more than one purchase at your store.

Customer Referral

Referral according to dictionary.cambridge.org is the act of directing someone to a different place or person for information. Tax et al., (1993, as cited in Helm, 2003) defined referral as informal communication, both positive and negative, between consumers about characteristics of a business and/or its goods and services. Also, Wheeler (1987, as cited in Helm, 2003) defined referral to represent one form of favorable word of mouth that is passed on by a customer about a certain product or service. Arndt (as cited in Wirtz et al., 2013) defined WOM referral as an oral, person to person communication between a perceived non-commercial communication and a receiver concerning a brand, a product or a service, offered for sale. Askoy et al. (2011) argues that there are many reasons why consumers are motivated to engage in WOM activity which a few examples include (a) helping others, (b) sharing experiences and promoting self-concept, and (c) product involvement.

Empirical Review on Gustative Marketing Strategy and Customers' engagement

Customers' taste have been empirically shown to have an impact on customers' patronage in terms of purchase, repeat patronage and referral mostly when it comes to edible products such as those offered by restaurants' business. Most empirical studies evaluated impact of taste on consumer behavior based on the taste of coffee and food.

This assertion can be proven in the empirical study of Huang and Dang (2014) on purchase intentions on coffee beverage in Taiwan, which utilized quota sampling technique to sample the population of students and people around Kaohsiung province in regards to factors that motivates them to purchase coffee. Three hundred and thirty (330) copies of survey questionnaire were distributed out of which 280 were returned. After dusting and checking of the returned copies of questionnaire, 260 copies from the respondents were valid and used for the analysis which was carried out by the use of exploratory factor analysis and regression analysis. The study found out that the taste of the coffee has a significant influence on customers' engagement and purchase intention.

Drawing from this finding, it suggests that taste of items such as coffee, even fast food groceries to a great extent will influence customers' engagement with a particular brand of fast food restaurant over others. Most of the studies on taste considered factors that influence the use of an item such as coffee based on taste, and not factors for nonuse. Hence, taste has also proven a factor for the non-use of coffee by respondents.

To prove this statement, Samoggia et al. (2020) conducted an empirical study on "emotions, functional needs and perceptions of consumers of coffee and non-consumers" in Italy and Portugal utilizing 467 face-to-face interviews with consumers and the use of online questionnaire. The Bartlett's test of sphericity and Kaiser-Meyer-Olkin measure of sampling adequacy were used to calculate the appropriateness of the data for factor analysis. Chi-square statistics method was utilizing in carrying out the analysis and the researchers found out that Non-consumption of coffee is mainly driven by factors such as its bitter taste. Hence, bitter taste of the coffee significantly influences customers' action in not buying and consuming the coffee.

Looking at taste away from coffee to food, Namkung and Jang (2007) empirically evaluated the importance of food quality in relation to consumer satisfaction and behavioral intentions in mid-to upscale restaurants. Using regression analysis, the study found out that, food quality significantly influenced customer satisfaction and behavioral intent. It discovered that food taste and presentation were the two greatest contributors to the satisfaction of customer and behavioral intentions.

Supporting this assertion is the study of Min and Min (2011) which investigates service quality and customer satisfaction in fast food restaurant franchises in the USA. Utilizing competitive gap analysis and analytic hierarchy process, the study found that "the taste of the food was the most important restaurant attribute in fast food restaurant customers' perceptions and eventual satisfaction."

Donkoh et al. (2012) also conducted a study on "customer satisfaction and perceptions about food services on the University for Development Studies Campus, Ghana. Using purposive sampling method, two restaurants (Lovely Sisters and Alimento) were selected based on their high patronage level. The researchers designed a semi-structured questionnaire which was issued to 240 respondents in both mentioned restaurants during the second session of 2009/2010 academic year. Regression analysis was used to analyze the retrieved data, and the finding

proved that “pleasing appearance and taste of food were the significant determinants of the frequency of visits to Restaurant.

Taste as regarding beverages were not left out in the empirical evaluation on the impact of taste (gustation) on customers’ engagement. In the study of Uddin (2011) on the effect sensory branding of five senses have on customers: A case study of Coca Cola in Karlstad, Sweden which the population of the study consisted of students of Karlstad University, and a sample size of twenty students where administered copies of questionnaire for the study. Data were analyzed using Pearson moment correlation through SPSS package. And the finding of the study showed that taste aspects of Coca Cola have strong impact on consumers’ patronage.

Table 1: Summary of Empirical Studies on Gustative Marketing Strategy

Author(s)/ Year	Area of Study	Analytical tool used	Findings
Samoggia et al. (2020)	Emotions, functional needs & perceptions of consumers of coffee and non-consumers” in Italy and Portugal.	Bartlett’s test of sphericity, Kaiser–Meyer–Olkin measure of sampling adequacy & Chi-square statistics.	Non-consumption of coffee is mainly driven by factors such as its bitter taste. Hence, bitter taste of the coffee significantly influences customers’ action in not buying and consuming the coffee.
Huang and Dang (2014)	An empirical analysis on purchase intention on coffee beverage in Taiwan	Exploratory factor analysis & regression analysis	The taste of the coffee has a significant influence on customers’ engagement and purchase intention.
Donkoh et al. (2012)	Customer satisfaction and perceptions about food services on the University for Development Studies Campus, Ghana	Regression analysis.	Pleasing appearance and taste of food were the significant determinants of the frequency of visits to Restaurant.
Min and Min (2011)	Service quality and customer satisfaction in fast food restaurant franchises in the USA.	Competitive gap analysis & analytic hierarchy process.	The taste of the food was the most important restaurant attribute in fast food restaurant customers’ perceptions and eventual satisfaction.
Uddin (2011)	The effect sensory branding of five senses have on customers: A case study of Coca Cola in Karlstad, Sweden.	Pearson moment correlation.	Taste aspects of Coca Cola have strong impact on consumers’ patronage.
Namkung and Jang (2007)	The importance of food quality in relation to consumer satisfaction and behavioral intentions in mid-to upscale restaurants.	Regression analysis.	1) Food quality significantly influenced customer satisfaction and behavioral intent. 2) It discovered that food taste and presentation were the two greatest contributors to the satisfaction of customer and behavioral intentions.

Source: Researchers Desktop from Literature Review

Based on these assertions and findings, we formulate our next set of hypotheses:

Ho₁ There is no significant relationship between gustative marketing strategy and customer repeat purchase in fast food restaurants in Rivers state.

Ho₂ There is no significant relationship between gustative marketing strategy and customer referral in fast food restaurants in Rivers state.

Operational Conceptual Framework

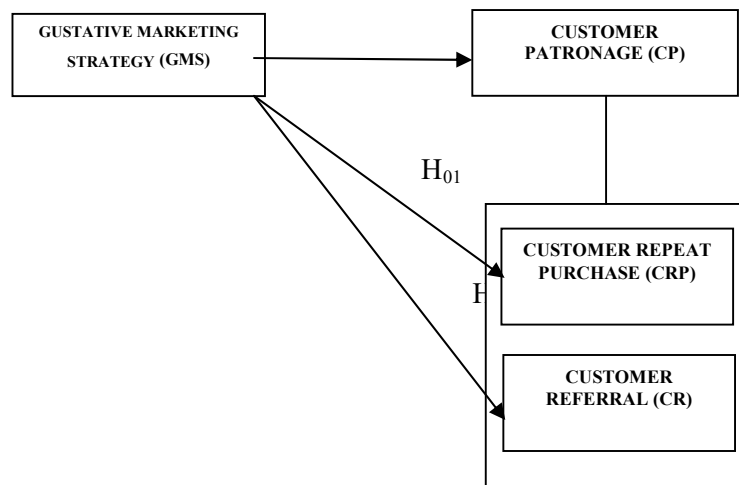


Figure 1: Operational Conceptual Framework for the Relationship between Gustative Marketing Strategy and Customer Patronage.

Research Methodology

The study adopted a quantitative research method and utilized a cross-sectional survey research design. The target population comprised of all the customers of 369 registered restaurants in Port Harcourt, Rivers State as listed in Rivers State Yellow Page Directory, and this population is an infinite population; hence the Godden (2004) infinite sampling technique was deployed which gave us a sample size of 384. Using convenient sampling technique, the study distributed 384 copies of questionnaire out of which 371 was valid and was used in carrying out the study's analysis. The study utilized the primary data collection method of the use of copies of questionnaire which was validated through an expert checking. Cronbach's Alpha technique was employed for checking for the reliability of the instrument. The reliability coefficients of our constructs were above 0.70 benchmark recommended by Nunnally (1978).

Table 2: Reliability Statistics

S/N	Construct	No of items	Cronbach's Alpha
1.	Gustative Marketing Strategy	3	0.811
2.	Repeat Purchase	3	0.852
3.	Referral	3	0.873

Source: SPSS Result

Analyses of Data Results

384 copies of the questionnaire were distributed among purposefully selected customers of identified registered functional restaurants in Port Harcourt. Due to incomplete responses and mistakes, 9 copies were dropped, while 4 copies were lost in transit. Hence, the total response rate that formed the basis of our analysis was 371 which represent 97%. The study adopted Pearson moment correlation coefficient through SPSS version 25 to analyze the relationships between the study variables. The tables below explain the tests results of the hypotheses. The Decision Rule for the test states that the null hypothesis (H_0) should be rejected while the alternative (H_a) accepted if $p\text{-value} < 0.05$ for 2 – tailed test and conclude that significant relationship exists.

Test of Hypothesis 1

H_{01} : There is no significant relationship between gustative marketing strategy and customer repeat purchase in restaurants businesses in Port Harcourt.

H_{a1} : There is a significant relationship between gustative marketing strategy and customer repeat purchase in restaurants businesses in Port Harcourt.

Table 3: Correlations Analysis of Gustative Strategy and Customer Repeat Purchase

Variables 1	Statistics	Gustative Marketing Strategy (GMS)	Customer Repeat Purchase (CRP)
Gustative Marketing	Pearson Correlation	1.000	.831**
Strategy (GMS)	Sig. (2-tailed)	.	.000
	N	371	371
Customer Repeat Purchase	Correlation Coefficient	.831**	1.000
(CRP)	Sig. (2-tailed)	.000	.
	N	371	371

** . Correlation is significant at the 0.05 level (2-tailed).

b. Listwise N = 371

Source: SPSS Output (based on 2022 Field Survey Data)

Table 3 above shows the result of the correlation analysis using the SPSS version 25.0. The Pearson correlation coefficient was estimated to be 0.831**. This indicates that a significant positive relationship exists between gustative marketing strategy and customer repeat purchase. Since the p-value (0.000) < 0.05, we reject the null hypothesis and conclude that a significant relationship exists between the two variables.

Test of Hypothesis 2

Ho₂: There is no significant relationship between gustative marketing strategy and customer referral of restaurant business in Port Harcourt.

Ha₂: There is a significant relationship between gustative marketing strategy and customer referral of restaurants business in Port Harcourt.

Table 4: Correlations Analysis of Gustative Marketing Strategy and Customer Referral.

Variables 1	Statistics	Gustative Marketing Strategy (GMS)	Customer Referral (CR)
Gustative Marketing	Pearson Correlation	1.000	.866**
Strategy (GMS)	Sig. (2-tailed)	.	.000
	N	371	371
Customer Referral	Correlation Coefficient	.866**	1.000
(CR)	Sig. (2-tailed)	.000	.
	N	371	371

**. Correlation is significant at the 0.05 level (2-tailed).

b. Listwise N = 371

Source: SPSS Output (based on 2022 Field Survey Data)

Table 4 above also indicates that the correlation coefficient (r) is 0.866. This suggests that a very strong relationship exists between gustative marketing strategy and customer referral. Also, the sign of (r) value is positive, indicating a direct link between the variables. Since the probability value (p-value) = 0.000 < 0.05, we conclude that a significant positive relationship exists between gustative marketing strategy and customer referral of restaurant business in Port Harcourt.

Table 5: Summary of Test Hypotheses

S/N	HYPOTHESES	(<i>r</i>)	P – VALUE	DIRECTIO N	Magnitude	DECISION	CONCLUSION
H ₀₁ :	There is no significant relationship between gustative marketing strategy and customer repeat purchase.	0.831**	0.00	+VE	Very high	Reject	Significant
H ₀₂ :	There is no significant relationship between gustative marketing strategy and customer referral	0.866**	0.00	+VE	Very high	Reject	Significant

Source: Research Findings Based on SPSS Output

Discussion of Findings

The objective of this study was to investigate the extent to which gustative marketing strategy relates to customer patronage of restaurant businesses in Port Harcourt. Gustative marketing strategy was found to have a significant positive relationship with the measures of customer patronage (customer repeat purchase and customer referral). This finding was gotten from the outcome of the statistical test of hypotheses H₀₁, and H₀₂. The test of H₀₁ shows that gustative marketing strategy attracts a significant positive correlation coefficient ($r = 0.831$, $p\text{-value} < 0.05$). Signifying that, the more restaurants utilizes gustative marketing strategies such as pleasant taste, consistency in taste, and unique flavor, the more they will achieve increased customer patronage in the form of customer repeat purchase.

Test of H₀₂ reveals that gustative marketing strategy generates a significant positive correlation coefficient ($r = 0.866$, $p\text{-value} < 0.05$). Thus, increase in gustative marketing strategies will bring about an increase in customers referral of a given restaurant due to their pleasant experience with the business.

The foregoing findings as seen from the results of hypotheses 1 and 2 are believed to be premised on the fact that gustative marketing strategies such as good tasty meals, unique taste that's hard to imitate, maintain consistency in taste of product influences customers' patronage behaviors since it will get them satisfied, purchase more, frequently visit the restaurant and refer it to friends and relatives. This is in line with the submissions of Donkoh, et al. (2012) whose study found that pleasing appearance and taste of food were the significant determinants of customers' frequency of visits to a Restaurant. Also, it is similar to the findings of Namkung and Jang (2007) which discovered that food taste and presentation were the two greatest contributors to the satisfaction of customer and behavioral intentions. Towing the same line is the findings by Min and Min (2011) which clearly states that the taste of the food was the most important restaurant attribute in fast food restaurant customers' perceptions and eventual satisfaction.

Conclusion and Recommendations

Based on the data analyses results and findings, the study conclude that gustative marketing strategy has significant positive impact on customers' patronage of restaurants business in Port Harcourt. The findings as seen from the results of the hypotheses are believed to be premised on the fact that gustative marketing strategies such as good tasty meals, unique taste that's hard to imitate, maintain consistency in taste of product influences customers' patronage behaviors. This study hence recommends restaurants management applications of gustative marketing strategy cues such as ensuring they offer customers good tasty meals, come up with a unique taste for their meals that is not easily imitated, and should maintain consistency in these unique tastes.

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Strategic Innovation and Organizational Performance in the COVID-19 Era

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Abstract: The study examined the strategic innovation and organizational performance in the COVID-19 era. The objectives of the study are as follows to: Examine the effect of market innovation on health care services in Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era. Investigate the effect of organizational innovation on health care services in Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era. The study adopted a descriptive survey design. The data for this study was gotten from primary sources. This is suitable for a survey of this nature. This study involved a direct collection of all the needed data as firsthand information from the healthcare staff of Nnamdi Azikiwe university teaching hospital Nnewi. The target population of this study was the 780 senior level personnel from five departments in Nnamdi Azikiwe Teaching Hospital Nnewi.. This includes the administrative directors, medical directors, consultants, registrars, nursing directors and senior nursing officers, food science directors and chief pharmacists and laboratory and diagnostic directors. The instrument for data collection was a structured questionnaire. The percentage frequency was used to describe the demographic characteristics of the respondents, while ANOVA was used for testing of hypothesis . The study revealed that Market innovation has significant positive effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era. Organizational innovation has significant positive effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era. The study recommends that Health care sector should consider innovation that is either market, or organisation based, in order to improve and increase the organisational performance as innovation is significant to performance and creation of a new market as experienced in new product lines.

Keywords: strategic innovation, organizational performance, covid-19, market innovation, organizational organization.

INTRODUCTION

1.1 Background to the Study

In a highly competitive environment, strategy innovation is the indispensable key to an organization obtaining a dominant position and gaining higher profits (Cerulli, 2014). Therefore, the understanding of which strategic innovation management practices lead to an improved organizational performance is important. When looking at strategy innovation, Pinoy (2015) posit that an effective strategy must correctly inform which job executor, job, and segment to target to achieve the most growth, and which unmet needs to target to help customers get the job

done better. It is important to note that most innovation strategies fail in these regards, which is why innovation success rates are perceived to be spineless. Innovation in service-based industries has not been considered in details at the organizational level (Thomke, 2007). However, the health care firms is an attractive environment for innovation studies on organizations, due to its complex and important nature (Pennings & Harianto, 1992).

In the present era of economic instability, health care sector has emerged as one of the major and vital service sector which has affected millions of lives of people all over the world. It is unique in its service, socially and economically.

According to Frances (2010), the health care sector has been continuously reforming with respect to market share, technology, competition and service demands. Frances (2010), in addition added that the vital force of this sector is the fast paced evolution of consumer requirements, wants and desires because there is a high demand by the consumers for the delivery of health care services in addition to an increased variety in investment and deposit products. Therefore, there has been a need for health care service to amend their competitive strategies for products and marketing, in a wider context.

Every innovation strategy ought to align with the mission, vision, goals and objectives of an organization (Karabulut, 2015). According to Gilbert (1994), innovation strategy refers to the extent to which innovation is used to foster organizational performance. Katz, & Preez, & Schutte, (2010) defined innovation strategy as the entirety of strategic options an organization makes regarding its innovative pursuit. Innovation strategy plays an important role in developing organizational precedence and supply-chain actions (Celtekliligil & Zafer, 2019)

Marketing innovation entails new marketing method that involves significant changes in the packaging, design, placement and product promotion and pricing strategy. The objective of marketing innovation is to increase sales and market share and opening new markets. The distinctive feature for the marketing innovation from the other types of innovation is the implementation of a new marketing method that the firm has never been implemented before (OECD, 2005).

Organizations in today's operational environment face stringent competition from rivals and competitors in creating core values for their customers. To meet customers' requirements and expectations, organizations are saddled with the challenges of innovation. Every organization including health care institutions operate effectively and efficiently by exploiting modern technology and innovation. The decision to integrate innovation approach into business strategy enables organizations to gain competitive advantage over competitors who are slow to respond to dynamic changes in the operational environment (Lim, 2010).

Abbing (2010) opines that innovation in a business involves the development of new products, services, processes or business models and how to use them effectively together with business strategy to achieve the desired goals. Innovation enhances organizational competitiveness and it serves as key to competitiveness in which a firm differentiates itself from its competitors in terms of products and services.

1.2 Objectives of the study

The main aim of this study is to examine the effect of strategic innovation on organizational performance in the COVID-19 era. Its specific objectives are to:

- (i) Examine the effect of market innovation on health care services in Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era.
- (ii) Investigate the effect of organizational innovation on health care services in Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era.

1.3 Research Questions

To direct the thrust of the study, the following research questions were formulated and used:

- (i) How does market innovation affect health care services of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era?
- (ii) What effect does organizational innovation have on health care services of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era?

2. REVIEW OF RELATED LITERATURE

2.1 Strategy Innovation

Innovation originated from the Latin word “innovare” which means to modify as. It is considered to be the capacity of individuals to create new processes to meet the demands of the market and customers. The survival of a firm in the competitive business environment requires outstanding technologies to sustain market growth. Garcia and Calantone (2012) focus on the two critical definitions of innovation. First, innovation comprises the development of technology and the introduction of the technology into the market to meet the demands of consumers through the process of adoption and diffusion. Second, the process of innovation is repetitive and incorporates the first introduction of the new innovative product and its subsequent improvement. Innovation is typified by high levels of autonomy, risk-taking, team cohesion and sufficient resources at the disposal of the people and competitive advantages of generic strategies Porter (2015). Innovation enables operational improvements, which enhance cost efficiency. Innovation is an organizational capability to adapt and apply new ideas, products, and processes (Porter, 2015). To achieve long-term goals and competitiveness, innovation is a necessary option. It is a strategic tool for strategic positioning of a firm. Innovations enable firms to adapt their strategy to market alterations by developing new products, or altering the processes (Popescu, 2014).

A considerable number of types of innovation have been identified relative to product and process innovation (Oke, 2007). Some other authors have identified different types of innovation, stressing the importance of having a clear framework of the different types of innovation including the relationships between them (Verhees, & Meulenbergh, 2014; Ongwae, Mukulu and Odhiambo, 2014). Product innovation means introducing new products/services or bringing significant improvement in the existing products/services. For product innovation, the product must either be a new product or significantly improved concerning its features, intended use, software, user-friendly or components and material.

Polder et al., (2010) see process innovation as significant improvement in production and logistic methods and other support activities such as purchasing, accounting, maintenance and computing. Firms bring process innovation to produce innovative products and amendments are

also brought in their processes to produce the new products. To decrease the production cost, firms go for bringing process innovation. The process innovation is reflected by the cost of the product.

2.2 Theoretical Review

The research is anchored under the Contingency Theory.

Contingency Theory

Contingency refers to circumstances which are likely to happen but cannot be predicted with certainty. A major proponent of this theory is Professor Fred Fiedler in the 1960s who explained how a leader should respond to specific situations in management process. At the helm of every organization is the leader who determines the flow of the organization, hence its' performance. Wolinski (2010) stated that a leader's effectiveness is contingent on how well the leader's style matches a specific setting or situation. The theory posits that there are certain factors (task, the personality of the leader and the composition of the group that is meant to be led) determine the most effective leadership style for the given situation. The basic assumption of the theory is that the success or failure of a leader is situational. There are four models to the contingency theory: Fiedler's Contingency Theory, The situational leadership, the path-goal theory, and the decision making theory.

- The Fiedler's Contingency Theory posits that "effective leadership hinges not only on the style used by the leader, but also on the control held over the situation". In order to succeed, there must be strong leader-member relations.
- The Hersey and Blanchard's Situational Leadership Theory posits the leadership style and the maturity of those being led defines the most suitable decision for a leader. Leadership styles hinge on four behaviors: telling, selling, participating and delegating. The maturity levels range from an incompetence or unwillingness to perform the task, to a willingness and ability to perform. The idea is that a successful leader will adapt leadership techniques to fit the maturity level of the group in question on a situational basis.
- Path-Goal Theory posit effective leaders create clear paths to help their subordinates achieve goals and that they work to remove obstacles that stand in the way.
- Vroom-Yetton-Jago Decision-Making Model of Leadership posit effective leaders size up situations, assess them and then determine how much support the group will give toward the effort, adjusting their preferred leadership style to fit.

For an organization to be effective, the organizational functions of planning, organizing, leading and controlling should be tailored to suit each particular situation. The leader should consider the particular task and its' conditions, the requirements of the task and the people involved as composite parts of that management situation.

Organizations operate in a dynamic environment filled with uncertainties, changes in technology, size of the market, competition among others and all these all impact on the effectiveness of the organization. Contingency approach to management suggests organic structures that highlights decentralization to accommodate flexibility and adaptability. Uncertainty and unpredictability require general problem solving methods for non-routine tasks and problems.

The general point about the contingency theory, irrespective of the model is that effective management of an organization is contingent on the situation, task and people involved. Therefore, different situations call for unique approaches to solving the attendant challenges and will respond differently to a myriad of factors in the workplace. There's no best solution or one cap that fits it all.

COVID 19 pandemic presented a situation where various corporate bodies tries out a number of management strategies as the outbreak was novel and had no semblance or prototype to copy from. The

contingency theory is suitable for this study in that it enables the management to apply the best decision based on the events presented during the COVID 19 era.

2.3 Empirical Review

Eyibio, Ehugbo, Abam, Obeten, & Tabi, (2021). Investigated the role of innovation strategy on performance of Femine Flour Mill Calabar. The study employed survey research design. The target respondent is the total employees of Femine flour mill Calabar which stand at 126 staff. Self-administered questionnaire was used as the instrument for data collection. The instrument was subjected to content validity and test retest statistical analysis was used to ascertain the reliability of the instrument at 0.82. The study adopted simple random sampling technique and Taro Yamane's statistical formula was used to determine the sample size at 96. Pearson Correlation was employed to establish the relationship between the two variables. Out of 96 distributed questionnaires 85 was properly filled and was used for the analysis. , the relationship between level of process innovation strategies, product innovation strategies and firm performance is positive at 0.419 and 0.419 respectively, indicating that an improvement in level of process innovation strategies and product innovation strategies will lead to increase in the firm performance on the average. The study concluded that marketability of our different segmented products and In-depth understanding of customer needs since is a critical source of competitive advantage. The study therefore, recommended that the management should conduct a comprehensive product analysis and also develop a product technology track in order to actively explore the potential market opportunities.

Eke, & Onuoha (2019) investigated innovation strategies and organizational performance of waste packaging firms in Lagos State, Nigeria due to the seeming dearth of studies on the topic. Cross-sectional research design methodology was used in collecting data from 118 water packaging firms in Lagos State. The hypotheses were analyzed with Kendall's Tau-b correlation coefficient (denoted τ) by means of Statistical Package for Social Sciences (SPSS) Version 27. Results suggest that higher levels of innovation strategies (aggressiveness- $\tau = 0.658$, $p = .003$; defensiveness- $\tau = 0.535$, $p = .001$; futurity- $\tau = 0.736$, $p = .003$; proactiveness- $\tau = 0.877$, $p = .000$) amplify organizational performance. The study recommends that management of water packaging firms should ensure innovation strategies supersede profit making and give more attention to potential and prospective customers as they develop the quality and performance of their product.

Saka, (2021) examine the influence of innovation strategy on organisational performance, evidence from Fintech firms in Lagos. The objective of this study is to examine if the innovativeness of selected Fintech firms can enhance organisational performance. In conducting this study, the survey research design was explored and the population of the study was 350 members of staff of five (5) Fintech firms across Lagos and they were randomly selected. The questionnaire was the primary source of data collection. This was used to obtain necessary information needed for the study, the questionnaire was found to be useful after the validation of the instrument with content validity. 0.78 was the Cronbach Alpha level of reliability of the research instrument. Out of one hundred and eighty-seven (187) copies of questionnaire distributed, 112 respondents filled the questionnaire and their responses found useful. Regression analysis was used in this study. The study found that market, product and organisation

innovations are significant and important ways to achieve organisational performance. The study recommended among others that organisations should take innovation of any kind in order to improve performance.

Nyabaro, Muya, & Ngacho, (2021). Established the influence of strategic innovation on performance of coffee cooperative societies in Nyanza region. The study was grounded on resource based theory. The research was guided by positivistic research design. The target population was the top management personnel in both coffee cooperatives and ministry of cooperatives. Nasiuma (2000) formula was used to select a sample of 394 respondents. Questionnaires were used to collect data. A pilot study was carried on randomly selected individuals in different coffee cooperative societies in Bungoma County. Both descriptive statistics (percentages, mean, standard deviation and variance) and inferential statistics (Multiple regressions and Pearson's correlation) were used to analyze data. The findings showed that strategic innovation had a positive and significant relationship with performance of cooperative societies in Nyanza region. The study concludes that strategic innovation enhanced performance of coffee cooperative societies. The study recommended that management of cooperatives societies should allocate enough funds for research and development. In addition, the management needs to understand and come up with best strategy to be innovative and creative, and come up with new products.

Owich, Katuse & Nagari (2018) carried out a survey on the influence of strategy formulation on organizational performance of companies listed in Nairobi Securities Exchange. The population was 325 senior managers of such companies. Stratified sampling technique was employed to cover twelve strata of the economy. Sample size was 179 managers and data was collected through a structured questionnaire. Descriptive and inferential analyses were used to analyze data and findings showed that strategy formulation has a great significance on organizational performance.

Afonina (2015) investigated the level of strategic management tools and techniques utilization and its input on organizational performance in Czech Republic. It focused on 20 management tools and techniques and subjective approach was used to gauge organizational performance. 91 respondents from 91 companies in the republic was used as the sample. The instrument of data collection was a four point likert scale. Hypotheses were analysed with correlation analysis and further with multiple regression analysis and the result shows that strategic management tools and techniques affect financial and non-financial performance of the companies.

Aldehayyat & Twaissi (2011) examined the relationship between strategic planning system and corporate performance in small industries in Jordan. A descriptive survey with 105 firms registered with the Amman Stock Exchange. Questionnaire was used for data collection with a response rate of 52.1% and analysed with Spearman's correlation. The result showed evidence of top and line managers involvement in planning and indicated a strong and positive relationship between strategic planning and corporate performance.

3. . METHODOLOGY

3.1 Research Design

The study adopted a descriptive survey design. This is a type of research design that describes the characteristics of the population or phenomenon that is being studied (McCombes, 2019). The descriptive survey is capable of not only identifying and analyzing the characteristics of a population, it would equally succinctly explain the relationship thereof. The design was chosen for its suitability in describing the relationship between two or more naturally occurring variables (Nworgu, 2015).

3.2 Sources of Data

The data for this study was gotten from primary sources. This is suitable for a survey of this nature. This study involved a direct collection of all the needed data as firsthand information from the Nnamdi Azikiwe University Teaching Hospital Nnewi

3.3 Population of the Study

The target population of this study was the 780 senior level personnel from five departments in Nnamdi Azikiwe Teaching Hospital Nnewi. This includes the administrative directors, medical directors, consultants, registrars, nursing directors and senior nursing officers, food science directors and chief pharmacists and laboratory and diagnostic directors. This is presented in Table 1 below

Table 1: List of tertiary healthcare institutions and their senior personnel strength

S/N	Tertiary health care facilities	Location	Total
1	Nnamdi Azikiwe Teaching Hospital Nnewi	Anambra State	780
	Administrative Directors – 77		
	Medical Directors/Consultants – 119		
	Nursing Directors/Senior Nursing Officers – 405		
	Food Service Directors/Chief Pharmacists – 81		
	Laboratory/Diagnostic Directors – 98		

Source: Information gathered from the Chief Administrators offices of the facilities.

3.4 Sampling Technique

The study adopted stratified sampling because permitted each of the different respondents in all the different states to be selected without bias.

3.5 Instruments for Data Collection

The instrument for data collection was a structured questionnaire. The data were collected by administering the questionnaire directly to the respondents at their locations.

3.6 Administration of Test Instrument

The copies of the questionnaire were administered by the researcher to the respondents and retrieved as they fill it. The respondents being top level management personnel in the healthcare sector are literates and as such the researcher required minimal efforts in guiding them to properly fill the questionnaires. Thus, the researcher distributed the questionnaires to the identified samples and returned within a while to collect them.

3.7 Method of Data Analysis.

The percentage frequency was used to describe the demographic characteristics of the respondents and Analysis of Variance (ANOVA).

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

4.1 INTRODUCTION

The study sought to establish the effect of strategic innovation on organizational performance in the COVID-19 era. The data was collected using self-administered questionnaire. This chapter presents the findings of the study. This section presents the questionnaires issued and the ones that were returned to the researcher for analysis. However the number of questionnaires distributed was seven hundred and eight (780), whereas six hundred and seventy-seven (677) filled well and returned in good condition. The number of returned questionnaire will be used for the analysis of the study

Table 4.1: Respondents' Demographic Variables

4.1.1 Gender

		Frequency	Valid Percent	Cumulative Percent
Valid	Male	451	66.6	78.2
	Female	226	33.4	100.0
	Total	677	100.0	

Source: Field Survey 2022

The above table reveals that the four hundred and fifty-one (451) of the respondents which represents 66.6% were male respondents, while two hundred and twenty-six (226) respondents which represent 33.4% were female respondents. By implication, male respondents were more than female respondents by 33.2 respondents in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire

4.1.2 Status

		Frequency	Valid Percent	Cumulative Percent
Valid	Married	484	71.5	66.6
	Single	193	28.5	100.0
	Total	677	100.0	

Source: Field Survey 2022

In the table above, out of the six hundred and seventy-seven (677) respondents, four hundred and eighty-four (484) of the respondents were married, while one hundred and ninety-three (193) respondents which represent 28.5 percent are single. It is therefore glaring that the majority of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, and married, and respondents that answered the distributed questionnaire

4.1.3 Level of Education

		Frequency	Valid Percent	Cumulative Percent
Valid	WAEC/NECO	23	3.4	21.3
	BSC/HND	277	40.9	52.0
	MSC/MBA	298	40.0	86.3
	PHD	79	15.7	100.0
	Total	677	100.0	

Source: Field Survey 2022

The table above indicates that twenty-three (123) respondents which representing 3.4% percent maintain to acquired WAEC OR NECO while 40.9% percent of the respondents which represents two hundred and seventy-seven (277) have BSC/HND. However two hundred and eighty-nine (289) respondents which represent 40.0 percent either have MSC or MBA. More so, seventy-nine (79) respondents which represents 15.7% have acquires phd. This as the one of demographic item helps us to identify the education qualification of the respondents.

4.1.4 AGE

		Frequency	Valid Percent	Cumulative Percent
Valid	18-25	313	46.2	54.2
	26-33	132	19.5	77.1
	34-40	31	4.6	82.5
	41-50	137	20.2	88.9
	51-ABOVE	64	9.4	100.0
	Total	677	100.0	

Source: Field Survey 2022

Table 4.3 above depicted the age bracket of the respondents. The distribution shows that 46.2% of the respondents are between the age brackets of 18 to 25 years while 19.5% respondents are within the age bracket of 26-33 years. On the same note, 4.6% of the respondents are within the age bracket of 34 - 40 years. On the same note, 20.2% of the respondents are within the age bracket of 41 - 50 years, while the remaining respondents representing 9.4% are within the age bracket of 51 years and above.

4.1.5 Years in service

	Frequency	Valid Percent	Cumulative Percent
Valid 1-10	293	35.3	40.4
11-15	261	38.6	68.3
16-20	80	11.8	82.1
21-above	43	6.4	100.0
Total	677	100.0	

Source: Field Survey 2022

The table above indicates that two hundred and ninety-three (293) respondents which representing 35.3% percent maintain that they have been in the services for 10yres or less while 38.6% percent of the respondents which represents two hundred and sixty-one (261) have work for over 15yrs. However eighty (80) respondents which represent 11.8 percent either have work for 16-20 years. More so, forty-three (43) respondent which represents 6.4 % have work between 21-above. This as the one of demographic item helps us to identify the number of years the respondent has work for.

4.2 Hypotheses Testing

4.2.1: Test of Hypothesis One

H₀₁: Market innovation has no significant positive effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269.248	3	89.749	125.865	.000 ^b
	Residual	479.890	673	.713		
	Total	749.137	676			

Sources: SPSS Output 2022

In testing this hypothesis, the F-statistics and probability value in table above is used. Market innovation variable have a F-statistics of 125.865 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Market innovation has significant positive effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era

4.2.2: Test of Hypothesis Two

H₀₂: Organizational innovation has no significant positive effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.778	2	23.889	62.535	.000 ^b
	Residual	257.472	674	.382		
	Total	305.250	676			

Sources: SPSS Output 2022

Second hypothesis has f-statistics of 62.535 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses and conclude that Organizational innovation has significant positive effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era

4.3 Discussion of the Finding

Market innovation and organizational performance

Market innovation has a positive and significant effect (f-test = 125.865, $p = 0.000$) effect on organizational performance of Nnamdi Azikiwe university teaching hospital Nnewi in COVID-19 era. This means that firms with improved Market innovation would not necessarily engender improved performance. The process of innovation is expected to ensure that mismatches and deviations from strategic plans are corrected, perfected and maintained. The organizations in the tertiary healthcare sector that were covered by this study had high level of innovations. The study revealed that this high level of innovation has led to significant increase in organisational performance. This agrees with the work of Eke, & Onuoha (2019) which showed that innovation strategy evaluation is effective in improving organisational performance.

Organizational innovation and organizational performance nexus

Organizational innovation has a significant strong positive (f-test = 62.535, $p = 0.000$) effect on organizational performance of Nnamdi Azikiwe university teaching hospital in COVID-19 era. The result means that a rise in the level of innovative plans in the organization process ensures about 62% improvement in her performance level. For the organization in the tertiary healthcare, there has been high level of Organizational innovations. This implies that the healthcare facilities are expected to witness about 62% continuous improvement in organizational performance. From the empirical fronts, this study is in line with previous studies. This implies that innovation is the bedrock of organisational performance. For instance, Rodrigues, *et al* (2021) in a very recent study noted that lack of innovation causes liquidity problem. This was in the face of the recent COVID 19 menace. Hence emergency must meet with innovation to drive continuous improvement and sustain organizational goals.

5. Conclusion and Recommendation

Strategic innovation has not been fully and effectively employed in management of tertiary healthcare facilities in the Nnamdi Azikiwe university teaching hospital. The study showed that strategic innovation is a sound driver of organisational performance in the healthcare sector facilities. Market and organizational innovation showed positive effects on performance, however, Market and organizational innovation are the strong drivers of performance in any organization and cannot be neglected. Health care sector should consider innovation that is either market, or organisation based, in order to improve and increase the organisational performance as innovation is significant to performance and creation of a new market as experienced in new product lines.

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Entrepreneurial Competencies Needed for Effective Performance of Small Scale Business Owners in Kwara State

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Abstract: The study was carried out to determine entrepreneurial competencies needed for the effective performance of small scale business owners in Kwara State, Nigeria. The study stated two specific purposes to determine entrepreneurial competencies needed for effective performance of small scale business owners in Kwara State, Nigeria from which two research questions were raised and answered and two null hypotheses were formulated and tested. The study adopted descriptive research survey design. The population of study consisted of 4,170 business owners/managers. From the population of study, the samples were drawn using multi-stage sampling technique to select two local governments from the three senatorial districts of Kwara State and simple random sampling technique was used to select the sampled business owners/managers and a sample size of 370 business owners/managers was obtained using Taro Yamani formula. A 58-item structured questionnaire was developed by the researcher titled; Questionnaire of entrepreneurial competencies needed for effective performance of small scale business owners in Kwara State (QECNEPSSB) was used to gather data from business owners/managers. The questionnaire was conducted on the basis of research questions on a four point rating scale. A pilot test of the instrument was conducted at Oyo state with 20 business owners/managers. Cronbach Alpha method was used for the purpose of establishing the reliability of the instrument; the result yielded a reliability coefficient of 0.873. Research questions were answered using mean and standard deviation while the hypotheses were tested using sample independent t-test analysis at 0.05 level of significance. The result of the study revealed that managerial competencies and marketing competencies, are highly needed for effective performance of small scale business owners in Kwara State. The study concluded that managerial competencies and marketing competencies are highly needed for effective performance of small scale business owners in Kwara State. The study concluded that managerial competencies are highly needed for effective performance of small scale business owners in Kwara State. The implication of the aforementioned revealed that there is significance relationship between entrepreneurial competencies needed and effective performance of small scale business owners in Kwara State. The study recommended that entrepreneurs (business/owners managers) should be trained on managerial competencies as it helps those in authority to plan, organize and control a business; there is the need for constant training of entrepreneurs on marketing skills because it is a societal process by which individuals and group obtained what they need and want through creating, offering, and freely exchange of products and services for value with others.

Keywords: Entrepreneurship, Entrepreneurial Competencies, Small scale Business, Managerial competencies and marketing competencies.

Introduction

In recent years unemployment has become a global problem in which many countries more especially developing countries instituted many programmes and policies to salvage this perennial problem. Entrepreneurship is one of the programmes supported by government at all levels considering the role of small scale business as a major employer of labour. (SMEDAN,2013). Entrepreneurship is the willingness, enthusiasm and ability of an individual to discover or seize any available business opportunity and transform it in a way that will better not only the lot of such individual but the society at large profitably. This can only be successful if

the entrepreneur possesses certain entrepreneurial competencies that can enable him/her explore business ideas, establish and sustain business venture profitably. Entrepreneur is an individual who possess the skills necessary to anticipate current and future needs and bring good new ideas to market. Successful entrepreneur is commonly seen as an innovator, a source of new ideas that can make the business aims and objectives realizable. Success in business environment largely depends on entrepreneurs' characteristics and these characteristics are embedded in entrepreneurial competencies that every entrepreneur must possess if he/ she must survive and grow in the business paradigm (Gupta and Khanka, 2010).

Competency is a combination of knowledge, skills, ability, attitude, and behaviour used to improve performance or as the state or quality of being adequately qualified and capable of performing a given role. Competency refers to behaviours that one demonstrates to meet the minimum performance standards (Phelon & Sharpley, 2012). Sanchez (2011) sees competencies as characteristics, which enhance an individual's performance or effectiveness at work while, entrepreneurial competencies are specific competencies relevant for the implementation of successful ventures. Mitchelmore and Rowley (2013) suggest that a key element of business success is presence of strategic planning. Furthermore, strategic planning is defined as a continuous process of monitoring and evaluating strategic goals of the business. A strategic goal entails the business goals (vision, mission and objectives), such as identifying long term and short term issues, problems and opportunities (Mitchelmore & Rowley, 2013).

Brits and Veldsman (2014), described competencies as a composite of the skills, attributes and knowledge needed to perform a specific job. There are set of knowledge, skills, behaviour and attitude that a person needs to be effective in a wide range of positions and various types of organizations (Pareek, 2014) and they include planning competencies teamwork competencies, strategic action competencies, global awareness competencies, self- management competencies and communication competencies.

Competencies enable the staff of an organization to have a clear understanding of the behaviours to be exhibited and the levels of performance expected in order to achieve organizational results. They provide the individual with an indication of the behaviours and actions that will be valued, recognized and rewarded (Free Dictionary Online).

Using a competency framework enables an organization to successfully align its staff's skills, capabilities and knowledge with organizational priorities, resulting in business improvement and efficiencies (Free Dictionary Online).

Entrepreneurship competence is defined as the entrepreneur's ability to face critical situations effectively by considering environmental constraints and establishing relationships and internal resources (Iandoli, 2007: 17 in Solesvic, 2012). Entrepreneurial competency is referred to as an underlying characteristic such as specific knowledge, motives, traits, self-images, social roles, and skills that result in venture birth, survival and or growth. This includes the ability to multi-task, promote interest, initiative, creativity, ability to set job requirements at the corporate level, take risk and be able to solve various problems associated with the business (Ahmad, Halim and Zainal (2010).

Managerial competency refers to knowledge, abilities, skills and behaviours required for effective job performance in managerial occupations. It is very important for a business organization to identify, develop, and retain talented people. Every successful and effective manager possesses several competencies that enabled him to perform efficiently and effectively at different managerial levels. Managerial competencies today play an important role in different types of organizations as it detects the differences between average and excellent managers in an organization for marketing purposes. (Ibe, 2009).

Competence indicates the availability of knowledge and skills that enable a person to make decisions in various situations. Competence may occur at any stage of life or career and it can be acquired through formal education, and also through life, career and experiences. The roles and tasks of entrepreneurs and managers are identical in some aspects, such as organisational abilities, and personal management. Entrepreneurial competencies are generally found to be higher than those of business owners/managers (Xiang, 2009).

Marketing is a societal process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services for value with others. (Kotler, 2012). He further explains that marketing skills is another important and essential skill which depends on the very success or failure of a business. Marketing is a common phenomenon but it is a very complex and elusive subject matter. Kotler (2012) affirms that marketing competency refers to the ability of identifying with the wants and needs of the target customer and communicates the company's brand image and product value in such a way as to elicit a favorable reaction from that target customer. The activities of marketing are so diverse that it is difficult to say exactly what marketing is. Ezeani (2012) sees marketing as consisting of all profitable human activities undertaken by the firm towards the creation of goods and services.

Regardless of SME contributions to economic development and social interventions, the sector faces many challenges, such as finance, resource management, strategic planning, and the lack of appropriate platforms to enable innovations in products, process, organization, and marketing capabilities SME managers of many of these firms have little or no technical or managerial experience. Most SME is generally unstable and does not survive after 3 years. The survival of SME is subject to many constraints, particularly in Africa. These constraints include weak management capacity, lack of market information, inadequate resources such as human and financial resources, low level of innovative capabilities, and inability to improve innovation and performance (Obeng et al. 2014)

Ezeani (2012) states that marketing competency refers to the ability of identifying with the wants and needs of the target customer and communicates the company's brand image and product value in such a way as to elicit a favorable reaction from that target customer. Marketing competence can lead an entire marketing functions to great effectiveness by rebuilding the processes for higher performance and then, monitoring the progress and measuring outcomes. The marketing function requires accounting skills for effective recording and analysis of financial records (Murray et al., 2011).

Small and Medium Enterprises (SMEs) are generally regarded as the engine of economic growth in developing economies (Agwu & Emeti, 2013) and developed nations (Alese, 2017). Specifically, Alese (2017) states that this argument stems from the realization that almost all countries that have focused on SMEs sector have ended up in the significant reduction in poverty level and its attendant enhancement in the quality and standard of living, reduction in crime rate, increase in per capita income as well as rapid growth in national output among other salutary effects. The SMEs remain an important sub-sector in a nation's economy. The contribution of SMEs has been recognized as critical to the development of an economy as they possess great potentials for employment generation, improvement of local technology, output diversification, development of indigenous entrepreneurship and forward integration with large scale industries. (CBN, 2018). The SME sector is strategically positioned to absorb up to 80% of jobs, improve per capita income, increase value addition to raw materials supply, improve export earnings and step up capacity utilization in key industries.

SMEs have played and continue to play significant roles in the growth, development and industrialization of many economies the world over. In the case of Nigeria, SMEs have performed below expectation due to a combination of problems which ranges from attitude and habits of SMEs themselves through environmental related factors, instability of governments and frequent government policy changes etc.

The top ten problem areas of SMEs in Nigeria in decreasing order of intensity include: management, access to finance, infrastructure, government policy inconsistencies and bureaucracy, environmental factors, multiple taxes and levies, access to modern technology, unfair competition, marketing problems and non-availability of raw materials locally. Thus managerial problems represent the greatest problem facing SMEs in Nigeria while non-availability of raw materials locally is the least problem (Aremu, 2004).

The crucial role of engine of growth, development and industrialization, wealth creation, poverty reduction and employment creation are enormous. The realization of this requires a paradigm shift from paying lip service to a practical radical approach and focus on this all-important sector of the economy by the government realistically addressing the identified problems. While SMEs themselves need to change their attitude and habits relating to entrepreneurship development, the governments (Local, State and Federal) need to involve the SMEs in policy formulation and execution for maximum effect. There is also the dire need to introduce entrepreneurial studies in our Universities in addition to emphasizing science, practical and technological studies at all levels of our educational system. Promoters of SMEs should thus ensure the availability or possession of managerial capacity and acumen before pursuing financial resources for the development of the respective enterprise (Adebisi & Gbegi, 2013).

Ojeifo (2012) in his book, a "Handbook on Entrepreneurial development in Nigeria" defined an entrepreneur as the owner or the manager of a business enterprise who through risks and initiatives, attempts to make profit. He assumes the risks involved in pursuing the opportunity and also takes credit for the reward that may accrue from taking such risk. He however, ensures that the risk is well calculated before venturing into it (Timmons, 1978; Lynskey, 2002). Entrepreneurs identify new markets; alter existing processes and ways of doing business in order to create something new, with improved value for the community within which

the entrepreneur carries out his business (Hitt, Ireland, Camp & Seton, 2001). The entrepreneur is quick to identify opportunities within a given market (Sull, 2004).

The contributions of small and medium enterprises (SMEs) to economic growth and development of nations have been widely acknowledged and well documented by researchers and policy makers globally (Kalpande, Gupta & Dandekar, 2010; Shastri, Tripathi, & Ali, 2011). Countries all over the world constituting the developed and developing ones have moved away from the former approach to economic growth and development which focuses on large scale enterprises (LSEs) to SMEs which are considered contributing higher to their economic wellbeing. According to the National Enterprise Development Programme (NEDEP, 2011), SMEs contribute 40-55% of the world's Gross Domestic Product (GDP) and 50-80% of the world's employment.

The business environment is determined by personality characteristics and motives of individual entrepreneurs. Business situations are often unique in their unpredictability, complexity and changing requirements during the business process. Entrepreneurs must be able to have the features of several personalities at once and as one person to demonstrate the ability to act as investors, accountants, dispute investigators, leaders, technologists, marketing specialists and top sellers. For this reason, the more knowledge and skills the entrepreneur is capable to demonstrate the better. (Frese, gielnik, 2014). According to Hvide and Panos, 2014, the individuals who are more risk tolerant are more likely to startup firm. A significant part of the motivation to take risks in business follows from the success motivation. To achieve the set goals, successful people are willing to take on reasonable risks associated with feedback about the level of achieved result.

In recognition of the enormous roles SMEs play in the economy, successive governments have adopted different mechanisms aimed at entrenching the sector into the main stream of the Nigerian Economy. The government had accorded and gave priority to them through the introduction of different policies, incentives, subsidies, programs and agencies aimed at providing a favourable environment for businesses to flourish. Some of these establishments include: National Economic Reconstruction Fund (NERFUND) in 1990, National Poverty Eradication Programme (NAPEP) in 1996, Small and Medium Enterprise Development Agency of Nigeria (SMEDAN) in 2003, Micro Finance Institutions (MFI) in 2005 and Small and Medium Industries Equity Investment Scheme (SMIEIS) in 2006. Other recent ones include Youth Enterprise with Innovation in Nigeria (YOU WIN), Train to Work (TRATOW) initiative and so forth. The cardinal points of all these development initiatives were to accelerate the pace of industrialization, complement LSEs and promote entrepreneurship among the populace (Macheke, 2012).

Statement of the Problem

Small business owners provide about 70% job opportunity and wealth creation in Nigeria making up 97% of the total economy (Shehu et al., 2013). Yet, the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) reported that 80% of small and medium scale enterprises do not sustain the business beyond 5 years (Adebisi & Gbegi, 2013). The general business problem is that most small businesses fail within the first 5 years. The

specific business problem is that some small owners have limited information on factors that might contribute to business sustainability longer than 5 years.

Research studies have proved that SME is a major instrument for economic growth and development all over the world. To this effect entrepreneurship has taken integral part of governance at all levels of government. However it is disheartening as proved by many researchers that 90% of SME ceased to function in first five years of their establishment. Indeed the rate at which SMES are folding up in the recent years in Nigeria is alarming. Many scholars like (Moses & Adebisi 2013; Etebefia & Akinkumi 2013) have conducted studies on the causes of business's failure in Nigeria but still many SME more especially in Ilorin are still folding up.

However, despite the deluge of studies on the SME sector in Nigeria, few studies have critically investigated effect of how finance when acquired are used on the performance of SME since the skills needed to set up a business is not same as those needed to run a business (Edward, 2012). Most of the existing studies often focus on Commercial Banks' Credit and SMEs Development (Dada, 2014), impact of micro-finance on small scale business (Ashamu, 2014); effect of SMEs financing on economic development (Taiwo, Falohun & Agwu, 2016) among others. Therefore, there is need to understudy the impact of finance on business performance of small and medium scale businesses. Specifically, the study examines the relationship between entrepreneur's level of access to credit facilities and business performance, relationship between financial management ability of an entrepreneur and business performance and ascertain if there is a correlation between entrepreneur's limited sources of finance and degree of business success.

Despite all government interventions and supportive mechanisms, SMEs fail to grow from micro to small and small to medium and finally large enterprise as it is expected. This explains that SMEs in Nigeria are characterized by low performance and therefore are unable to grow from one scale of business to another. Also, in an international conference on SMEs (SMEDAN, 2012), Oyelaran (2010) posited that SMEs contribute approximately 1% of the country's GDP compared to 40% in Asia and 50% in the USA. This implies that there are some forces behind their low performance in Nigeria.

It is good to note that the essence of creating any form of business is for it to survive for a long period of time. Therefore, one is inclined to ask how SME operators in Ilorin manage their businesses. Do they have the skills and attributes of entrepreneurship? This study intends to examine the entrepreneurial competencies required for the performance of SME in Ilorin.

Purpose of the Study

The main purpose of this study is to examine the entrepreneurial competencies needed for effective performance of small scale business owners in Kwara State. Specifically, the study intends to:-

- (i) determine the managerial competencies needed for effective performance of small scale business owners.

- (ii) find out the marketing competencies needed for effective performance of small scale business owners.

Research Questions

The following research questions will guide the study:

- (i) What are the managerial competencies needed for effective performance of small scale business owners?
- (ii) What are the marketing competencies needed for effective performance of small scale business owners?

Research Hypotheses

- Ho₁** There is no significant difference between the mean rating of male and female respondents on managerial skills needed for effective performance of small scale business owners in Kwara State.
- Ho₂** There is no significant difference between the mean rating of male and female respondents on marketing skills needed for effective performance of small scale business owners in Kwara State.

The design of the study was descriptive survey research design. The design involves collecting and analyzing the data gathered. The choice of the design was based on the opinion of Martyn (2008) who stated that descriptive survey research design is often used because of its easy access to the required information and to understand the social phenomenon from the participants' perspective. The design is suitable for this study because it involves the use of structured questionnaire to gather the required data from respondents on the entrepreneurial competencies and performance of small business owners in Kwara state. The population of this study consists of only SMEs that are registered with Kwara State Chamber of Commerce. Thus, a total of 4,170 registered SMEs as at the 30th Nov (2021) formed the population of the study. A multi-stage sampling technique was used in selecting 364 respondents through research advisor. Stratified sampling technique was employed to divide the sample size into stratum- senatorial zones (Kwara north, Kwara central and Kwara south senatorial zones). Two local governments were selected through purposive sampling technique from each zone to participate in the study and the respondents were drawn proportionately from the three senatorial zones. To obtain true representation of the population, Taro Yamani formula was employed to draw the sample size of 364.

The major instrument for data collection was questionnaire developed by the researcher titled "Entrepreneurial Competencies needed for effective Performance of Small Scale Business Owners Questionnaire (ECPSSBOQ). The (ECPSSBOQ) was divided into two parts. Part 'A' elicited information on the general characteristics of the respondents. Part 'B' was divided into two sections (1 - 2) in line with the specific purposes of the study. Section 1 will require information on the managerial competencies needed by small scale business owners for effective performance in Kwara State, section 2 required information on the marketing competencies needed by small scale business owners for effective performance in Kwara State. Each of the Sections (1 - 2) was assigned four response options of Highly Needed (HN), Moderately Needed (ME), Slightly Needed (SN), Not Needed (NN). Cronbach Alpha method was used to determine

the internal consistency of the instrument. The result gave reliability co-efficient of 0.87. Thus, the instrument was considered reliable. The researcher made use of three research assistants. The research assistants were trained on how to administer the questionnaire under the supervision of the researcher. 396 copies of the questionnaires were administered to the respondents across the three senatorial zones and 370 were collected for data analysis. The exercise last for six weeks. The data collected for this study were analyzed using mean to answer the research questions and standard deviation to determine the closeness or otherwise of the responses from the mean, while independent samples t-test was used to test the null hypotheses of no significant difference at 0.05 level of significance.

Result

Data to answer the research questions were analyzed and presented in Table 1 and 2 as follows:

Research Question One: What are the managerial competences needed for effective performance of small-scale business owners in Kwara State?

Table 1. Mean and Standard Deviation showing managerial competences needed for effective performance of small-scale business owners in Kwara State

S/N	Items	Mean	SD	Remark
1.	Ability to identify investment opportunities	3.65	0.78	Highly Needed
2.	Ability to generate ideas suitable to the opportunities identified	3.64	0.76	Highly Needed
3.	Ability to translate business ideas into business venture	3.63	0.69	Highly Needed
4.	Ability to set appropriate business goals	3.69	0.83	Highly Needed
5.	Ability to look for business plans	3.77	0.89	Highly Needed
6.	Ability to take decision on business venture	3.65	0.72	Highly Needed
7.	Ability to organize resources for goal attainment	3.60	0.63	Highly Needed
8.	Ability to implement plans for goal attainment	3.63	0.92	Highly Needed
9.	Ability to coordinate activities based on the set goals	3.59	0.68	Highly Needed
10.	Ability to manage risk in business	4.45	0.36	Highly Needed
11.	Ability to manage time productivity	3.60	0.84	Highly Needed
12.	Ability to solve problems in business operation	3.62	0.91	Highly Needed

13.	Ability to accept failure(s) as business challenges	3.71	0.93	Highly Needed
14.	Ability to motivate workers	4.49	0.32	Highly Needed
	Weighted average	3.77	0.73	Highly Needed

Source: Field Survey, 2021

Analysis of data in Table 1 reveals that the respondents unanimously chose the option “highly needed” managerial competencies needed for effective performance of small scale business owners. The respondents indicate that ability to identify investment opportunities is highly needed and ability to generate ideas suitable to the opportunities identified is also highly needed (mean = 3.65 and 3.64). In the same way, the respondents indicate that ability to translate business ideas into business venture is highly needed (mean = 3.63). In addition, the respondents indicate that ability to set appropriate business goals is highly needed and ability to look for business plans is highly required (mean = 3.69 and 3.77). The respondents also indicate that ability to take decision on business venture and ability to organize resources for goal attainment are highly needed (mean = 3.65 and 3.60). Also, the ability to implement plans for goal attainment is highly required and ability to coordinate activities based on the set goals as well (mean = 3.63 and 3.59). In addition the respondents indicate that ability to manage risk in business as well as the (mean = ability to manage time productivity are highly needed (mean = 4.45 and 3.60). The same way the respondents indicate that ability to solve problems in business operation, and ability to accept failure(s) as business challenges are also highly needed (mean = 3.62 and 3.71). In addition, the respondents indicate that ability to manage workers is highly needed (mean = 4.49). All the 14 items have standard deviation ranging from 0.36 to 0.92. This means that the responses of the respondents are not wide spread as it is close to the mean.

Table 1 shows a calculated weighted average mean and standard deviation of 3.77 and 0.73 which means that the respondents indicate highly needed for all the constructs. This generally implies that managerial competencies are needed for effective performance of small scale business in Kwara State, Nigeria (mean = 3.77, SD = 0.73).

Research Question Two: What are the marketing competences needed for effective performance of small-scale business owners in Kwara State?

Table 2. Mean and Standard Deviation showing marketing competences needed for effective performance of small-scale business owners in Kwara State

S/N	Items	Mean	SD	REMARKS
15	Ability to determine customer needs and supply base on the identified needs	3.71	0.94	Highly Needed
16	Ability to identify target markets	4.44	0.26	Highly Needed
17	Ability to create product awareness to win customers loyalty to the enterprise	4.46	0.32	Highly Needed

18	Ability to determine the extent to which product will sell	3.59	1.03	Highly Needed
19	Ability to develop market strategies to penetrate competition	3.65	0.89	Highly Needed
20	Ability to analyze customer behavior	3.95	1.12	Highly Needed
21	Ability to determine fluctuations in market demands	3.91	0.98	Highly Needed
22	Ability to stimulate customers purchasing intentions	3.82	0.88	Highly Needed
23	Effectiveness in negotiating sales	3.74	0.79	Highly Needed
24	Ability to set right price for a product	3.39	0.82	Highly Needed
25	Ability to develop effective distribution network	4.58	0.34	Highly Needed
26	Ability to develop strategies to stabilize sales during turbulent period	4.59	0.28	Highly Needed
27	Ability to determine yearly budget of the business	3.62	1.07	Highly Needed
28	Ability to develop good marketing plans	4.58	0.22	Highly Needed
Weighted average		4.00	0.71	Highly Needed

Source: Field survey, 2021

From Table 2, the respondents indicate that ability to determine customer needs and supply base on the identified needs is highly needed as well as ability to identify target markets (mean = 3.71 and 4.44). In the same way the respondents indicate that ability to create product awareness to win customers loyalty to the enterprise and ability to determine the extent to which product will sell are equally highly needed (mean = 4.46 and 3.59). In addition, the respondents indicate that ability to develop market strategies to penetrate competition (mean = 3.65) and ability to analyze customer behaviour as well as ability to determine fluctuations in market demands are all highly needed (mean = 3.95 and 3.91). The way the respondents indicate that ability to stimulate customers purchasing intentions and effectiveness in negotiating sales are also highly needed (mean = 3.82 and 3.74). Moreover, ability to set right price for a product and ability to develop effective distribution network are all highly needed (mean = 3.39 and 4.58). In addition, the respondents indicate that ability to develop strategies to stabilize sales during turbulent period as well as ability to determine yearly budget of the business are highly needed and also ability to develop good marketing plans (mean = 4.59, 3.62 and 4.58). All the 14 items have standard deviation ranging from 0.26 to 1.12. This means that the responses of the respondents are not wide spread as it is close to the mean.

Table 2 shows a calculated weighted average mean and standard deviation of 4.00 and 0.71 which means that the respondents chose option “highly needed” for all the constructs. This

implies that marketing competency is highly needed for effective performance of small scale business in Kwara State, Nigeria (mean = 4.00, SD = 0.71).

Testing of Hypotheses

The four null hypotheses generated for the study were tested using independent sample t-test. The null hypotheses were tested at 0.05 level of significance. The summary of the test of hypotheses are presented in Table 12 to 15 as follows:

H₀₁: There is no significant difference between the mean rating of female and male respondents on managerial skills needed for effective performance of small-scale business owners in Kwara State

Table 3: Summary of Independent Sample t-test of the difference between the mean ratings of female and male respondents on managerial skills needed for effective performance of small-scale business owners in Kwara State

	Variable	N	Mean	SD	t-Cal	Df	p-value	Decision
Managerial Skills	Female	278	2.92	0.27	1.576	122	0.118	Ho ₁ Not Rejected
	Male	92	2.74	0.45				

p > 0.05

Source: Field survey, 2021

Data in Table 12 reveal that there are 278 female entrepreneurs and 92 male entrepreneurs. The response of the female and male entrepreneurs shows that managerial skills are highly needed for effective performance of small scale business owners ($\bar{x} = 2.92$, SD = 0.27) and ($\bar{x} = 2.74$, SD = 0.45). Their responses are close to the mean as the standard deviations are very low. The Table reveals that there is no significant difference between the mean rating of female and male entrepreneurs on the managerial skills needed for effective performance of small scale business owners ($t_{122} = -1.576$, $P > 0.05$). Therefore, the null hypothesis is not rejected.

This implies that female and male entrepreneurs do not differ in their responses regarding the extent of managerial skills needed for effective performance of small scale business owners. Their responses show that male respondents rated extent of managerial skills needed for effective performance of small scale business owners higher than female respondents did (mean difference = 0.18).

H₀₂: There is no significant difference between the mean rating of female and male respondents on marketing skills needed for effective performance of small-scale business owners in Kwara State

Table 4. Summary of Independent Sample t-test analysis of the difference between mean ratings of female and male respondents on marketing skills needed for effective performance of small-scale business owners in Kwara State

Variable		N	Mean	Std. Deviation	t-Cal	Df	p-value	Decision
Marketing Competences	Female	278	3.04	0.75	1.738	122	0.086	Ho ₂ Not Rejected
	Male	92	2.78	0.92				

p < 0.05

Source: Field Survey, 2021

Data in Table 13 reveal that there are 278 female entrepreneurs and 92 male entrepreneurs. The responses of female and male entrepreneurs show that marketing competences is highly needed for effective performance of small scale business owners ($x = 3.04$; $SD = 0.75$) and ($x = 2.78.52$; $SD = 0.92$). Their responses are close to the mean as the standard deviations are very low. The Table reveals there is no significant difference between the mean ratings of female and male entrepreneurs on the marketing skills needed for effective performance of small scale business owners ($t_{122} = 0.086$, $P > 0.05$). Therefore, the null hypothesis is not rejected.

This implies that female and male entrepreneurs did not differ in their responses regarding the extent of marketing competences needed for effective performance of small scale business owners. Their responses show that female entrepreneurs rated the extent of marketing competences needed for effective performance of small scale business owners higher than male entrepreneurs did (mean difference = 0.17).

Discussion of Findings

With reference to research question one which sought to establish the extent of managerial competences needed for effective performance of small scale business owners in Kwara State, Nigeria, the results of research question one showed that small scale business owners highly needed managerial competences for effective performance and there was no significant difference between the mean ratings of female and male entrepreneurs on the extent of managerial competencies needed for effective performance of small scale business owners, indicating that the null hypothesis was not rejected. The data collected showed that managerial competencies are highly needed for effective performance of small scale business owners in Kwara State, Nigeria. This is due to the fact the managerial competencies have positive impact on performance of small scale business owners.

These findings were in agreement with the opinions of Rydehell, Isaksson and Lofsten (2018); Shehnaz, Farhad, Zuhaid, Mahammad and Ramayah, (2018); and Bushe, 2019) that the managerial competencies of both managers and owners have an effect on the performance of firms. Similarly, Burritt, Herzig, Schaltegggers and Viere (2019) buttressed the point that SME owners and managers need management skills in areas such as financial management, personnel management, sales management and production management. This view is supported by Yahya

and Elsayed (2012) when they opined that a key competency for SMEs today is training employees to be inclusive of cultural diversity. This is in line with opinion of Nicolaides (2010) that observed entrepreneurs need management competencies so as to be able to deal with array of foreign colleagues and clients.

Entrepreneurial skill of management is highly needed by every individual carrying out business activities. This was corroborated by Ibe (2009) who noted that business education graduates must be competent and acquire the requisite managerial skill. Management competency is indispensable. The author further explained that the application of management competency enables entrepreneur plan objectives, organize resources, and lead effectively, coordinates the human resource and also relate well with customers. This is in line with Anyakoha and Nwolisa (2017) who identified some important management skills required by the entrepreneurs-business education graduate to be able to establish, run and manage a business enterprise, these include the ability to: set appropriate business goal; plan effectively for attainment of business goal; organize resource (human and materials) for goal attainment; implement plans for goal attainment; evaluate all activities/operations on the process of goal attainment; and make appropriate use of feedback. The result of the study revealed that entrepreneurs (managers/small scale business owners) highly require managerial competencies for effective performance of small scale business owners in Kwara State, Nigeria at $P \leq 0.05$.

Responses to research question two which investigated the extent at which marketing competencies are needed for effective performance of small scale business owners in Kwara State revealed that marketing competencies are highly required for effective performance of small scale business owners. There was also no significant difference in the mean ratings of male and female managers/owners of businesses in Kwara State on the extent of marketing competencies needed for effective performance of small scale business owners, indicating that the null hypothesis was not rejected. The data analyzed showed that managers/business owners need marketing competencies for effective performance of small scale businesses in Kwara State. The findings are in line with the view of Kotler (2012) when he opined that marketing skill is another important and essential skill which depends on the very success or failure of a business. Similarly, Ezeani (2012) posited that the survival of SME is subject to many of market information. As a marketer, one needs to keep up with trends and consumer attitudes. In the same view, Ezeani et al. (2012) affirmed that marketing competencies can lead an entire marketing functions to great effectiveness by rebuilding the processes for higher performance and then, monitoring the progress and measuring outcomes. He added that the products, ideas, or services you develop and the way you price, promote, and distribute them should reflect these trends and attitudes. Business related graduates require these marketing skills in order to enable them identify their potential customers; persuade them to buy their product or services and by so doing also maintain good accounting practice and efficient keeping of records of the activities of the business as mishandling or negligence can lead to failure. The study is in agreement with Turton and Herrington (2012) that business related graduates require marketing skills in order to enable them identify their potential customers; persuade them to buy their product or services. He explained that marketing skills and competencies, which are needed for effective entrepreneurship by business related graduates: salesmanship, negotiation, sales record keeping, sales promotion, stock record keeping, pricing, advertising channels, advertising media, consumer behaviour appreciation and transportation. It appears obvious from the findings of this

study that marketing competencies are highly needed for effective performance of small scale business owners in Kwara State, Nigeria at $P \leq 0.05$.

Conclusion

Managerial competencies are highly needed for effective performance of small scale business owners in Kwara State. Also, marketing competences is highly needed for effective performance of small scale business owners in Kwara State. This could be through the acquisition of abilities to determine customers' needs and supply based on the identified needs, identify target market, create product awareness to win customers loyalty to the enterprise and determine the extent to which products will sell. Other implications are developing market strategies to penetrate competition, analyse customers behaviour, stimulating customers purchasing intentions for effective networking.

Recommendations

Based on the findings obtained and conclusion drawn, the researcher made the following recommendations:

1. Entrepreneurs should be trained on managerial competencies as it helps those in authority to plan, organize and control a business in an effort to make it successful
2. There is the need for constant training of entrepreneurs on marketing skills because it is a social process by which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services for value with others.

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The Relevance of Green Marketing Practices on Firm, Sustainability: A Study of Nigerian Mainstream Oil and Gas Sector

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Abstract: This study evaluates the relevance of green marketing on firm's sustainability in the Nigeria mainstream oil and gas sector. Specifically, it sought to ascertain the extent green product; green price, green promotion and green placement on firm's sustainability in the Nigeria mainstream oil and gas sector which describes a reality to which many do not have access. The study adopted a descriptive survey design on a population comprised of eleven (11) mainstream oil and gas companies in Nigeria, quoted in the Nigerian Stock Exchange as at 2013. a sample size of eleven (11) mainstream oil and gas companies was obtained for the study, because the population was small. The number of participants in the study was one hundred and ten (110), on a sample frame of ten (10) respondents per firm. Thus, the number of respondents for the study was 110, and 110 structured questionnaires was likewise distributed to them by means of hand delivery routine. Data was assembled through a structured questionnaire and the hypotheses were tested via the multiple regression analysis with the Statistical Package for Social Science (SPSS) version 22.0 providing aid. The study found all the constructs of the study: green product, green price, green promotion and green place (distribution), to be significantly and positively influenced firm's sustainability. The study concludes that green marketing practices have significant positive effect on firm's sustainability and therefore, relevant to the Nigerian mainstream oil and gas sector, and recommends that, management of mainstream oil and gas companies should implement green-marketing activities (product, price, promotion and distribution) that maintain and further strengthen sustainability keep abreast of global environmental responsibilities and developments in product manufacturing sustainability.

Keywords: Firm's sustainability. Green marketing practices, Nigerian mainstream oil and gas sector

Introduction

Green Marketing is the most latest and popular trend market which facilitated for the environment-friendly in individual, animal and planet (Rajeshkumar, 2012). Firms are considered successful when they are able to use their marketing competence to produce valuable offerings for several market segments (Arnett & Wittmann, 2014). The world biosphere is sustainable; by contrast, the marketing of human consumption in its current structure may be unsustainable (Polonsky, 2011).

Environmental issues have become major concern for any organization that want to succeed in the face of stiff competition. Over the last decade, environmentalism has emerged to be a vital business movement due to increasing issues related to acid rains, depletion of the ozone layer, and degradation of the land and many more tenacious environmental concerns (Dhiraj, 2014). One of the major sources of environmental degradation in Nigeria emanates from energy and manufacturing companies either in form of environmental pollution or waste from the product or product packages. For instance, the use of plastic bags to wrap customer purchases pose a serious danger to the environment as it takes about one thousand years for plastic bags to decompose (Fernando, 2014). This does not encourage sustainability. Contextually, sustainability concerns itself with achieving business objective or accomplishment in contemporary times, however not to the impairment of upcoming necessities (Boudreau & Ramstad, 2005). Scholarly confirmation advocates that firms are not espousing sustainability policies (Eccles, Ioannou & Serafeim, 2011), which is a worrisome situation. However, as growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the necessity for the switch into green products and services (Eriksson, 2004), and bringing into play green marketing into their operations.

Green marketing according to the American Marketing Association is the marketing of products that are presumed to be environmentally safe. It refers to holistic marketing concept wherein the production, marketing, consumption and disposal of products and services materialize to be in a routine that is less injurious to the environment (Acee-Eke & Ikegwuru 2020). Accordingly, green marketing incorporates a broad range of activities, containing product modification, changes to the production process, packaging changes, as well as modifying advertising. Other comparable terms employed are Environmental Marketing and Ecological Marketing (Chan, 2004). The development of green marketing has created an opening for companies to co-brand their products into distinct line, extolling the green-compatibleness of some while pay no attention to that of others. Consequently, businesses have augmented their rate of targeting consumers who are worried about the environment (Ayesha, 2011). The consumers by way of their worry are fascinated in assimilating environmental concerns into their purchasing decisions (Cherian & Jacob, 2012).

Significant number of empirical studies that enclosed green marketing examined it mainly in relation to consumer purchase intention (Thoria, 2018); consumer purchase behaviour (Jeevarathnam & Tushya, 2016); consumer purchasing patterns (Aditi, 2016); consumer decision making (Aditi, 2016; Joana, 2015); customer loyalty (Rahadian & Rofiaty, 2015); firm's marketing success and performance (Acee-Eke & Ikegwuru 2020, Bilal, Kalsom, Zainon & Tareq, 2016); market share increase (Mehdi, Faranak, Ali & Atefeh, 2013); customer satisfaction (Macharia, Kibera, Munyoki & Kinoti, 2017) but substantially ignoring firm sustainability. Also no recent empirical studies covered the topical issue of the present study. Hence, this study is hypothesized to fill this gap. Consequent on the foregoing therefore, the study seeks to determine the effect of green product, green price, green promotion and green place (distribution) on firm's sustainability in Nigerian mainstream oil and gas sector.

LITERATURE REVIEW AND HYPOTHESES

Green Marketing Strategies

The term Green Marketing came into prominence in the late 1980s and early 1990s and has evolved over this period of time. During this period all marketing activities were concerned to aid environment problems and provide remedies for environmental problems (Jaspreet, Jatin, Jogesh & Jupinder, 2012). American Marketing Association (1992) defined green marketing as an all-inclusive and responsible strategic management process that pinpoints, anticipates, satisfies and live up to stakeholder requirements, for a realistic reward, that does not adversely affect human or natural environmental wellbeing. Balaji (2014) analyzed the enhancement of global environment through green marketing using its opportunities and challenges and concludes that the view of the consumer is significant to understand the concept and not in illusion consumers are conscious and sensitive towards green products.

Green marketing is all activities designed to engender and simplify any exchanges projected to satisfy human needs or wants, such that the satisfaction of these needs and wants transpires, with insignificant detrimental impact on the normal environment (Polonsky, 2011) This implies that, green marketing embraces of entirely activities aimed to engender and smooth any exchanges envisioned to satisfy human necessities or requirements, given the interference of minimal detrimental impact on the natural environment. Green marketing strategies in this study refers to the green product, green price, green promotion and green place which is also known as green marketing mix.

Green Product

The words like green products and eco-friendly products have often been used interchangeably by marketers. Environmentally friendly product refers to products or services that are not harmful to use by the consumer, and to the natural eco-system/environment. Product is the most essential part of whole green marketing strategy, and the heart of green marketing-mix (Fan & Zeng, 2011) thus indicating the environmental friendliness of all the elements of the product, such as the materials used in its production, the production process, the package of the product, etc. Green products come in various forms; some are recycled from former goods and then reused such that they are considered efficient - they save water, energy or gasoline, and money. They are 'green' packaged and have certified green evidence labels (Acee-Eke & Nwukah, 2019).

Green Price

The price is the cost paid by the customer to obtain a particular product/services. Of the other elements of marketing-mix, it is only price creates an ideal link between sales returns and profit, while others create costs (Awan, 2011). At its most basic definition, price pertains to a group of monetary values that are replaced by the benefits and the possession or use of products or services. In this regard, customers use their monetary power to benefit from the product or service, and those consumers who desire green products shoulder higher prices emanating from the additional costs of the production process (Al-Salaymeh, 2013). Tactical pricing options of

firms may include but not exclusive to considering rebates for returning recyclable packaging and charging higher price for eco-unfriendly product (Arseculeratne & Yazdanifard, 2014).

Green Promotion

Promotion is a vital element of the main green marketing mix; it refers to the communication process employed by an organization to build a relationship with its customers by informing, reminding, persuading and, reinforcing them to purchase green products as well as transferring actual environmental information to those consumers who are involved in a company's activities. Green promotion refers to providing genuine information about the products in a way that does not harm the materialistic and moral interests of the customers (Hashem & Al-Rifai, 2011). Green promotion involves aligning promotional tools - advertising, public relations, marketing materials, signage, sales promotions, direct marketing and on-site promotions, video presentations etc. - by maintaining a balance between the firm's profit desire, the interest of the target audience and, the natural of the host communities (Fan & Zeng, 2011).

Green Place

Place represents the location from where a product can be purchased. It can mean physical as well as virtual stores. This element of the marketing mix is dealt as 'how-to-handle-distance' (Awan, 2011). Green place is also about effective logistics management that reduces emissions arising from the movement of raw materials and finished products, which are suitable for customers, in terms of facilitating their delivery, and to secure cycling procedures conducting inside environmental conditions and requirements (Hashem & Al-Rifai, 2011). This entails that green firms should also ensure that their distributors take cognizance of the harmful effects of their activities on the environment and institute a green distribution strategy to reduce these effects.

The Concept of Firm's Sustainability

Contextually, sustainability talks about realizing business goal or success in the present but not to the detriment of future needs (Boudreau & Ramstad, 2005). This study defines sustainability as the knack to match the necessities of contemporary customers while considering the necessities of upcoming generations. Eccles *et al.* (2011) posit that research evidence suggests that organizations are not adopting sustainability policies purely for public relations reasons, but rather for considerable shift in business processes noting that outstanding sustainability firms appreciably outperform their counterparts in terms of stock shares and financial performance over a long-term. A sustainable approach to business may be identified by evidence of the alignment of the organization's social, environmental and financial objectives through a "triple-bottom-line" measure of overall performance. In reality, many organizations find achieving this alignment to be problematic, perhaps because it necessitates a focus on a range of non-financial outcomes, when organizations have become so used to measuring everything in financial terms.

Empirical Review

Ikegwuru and Akani (2020) investigated the impact of green supply chain management practices dimensions, namely: green purchasing, green manufacturing, green packaging, green distribution

and green marketing on environmental sustainability in the food industry in Rivers State of Nigeria by means of a quantitative method to extract the impact of green supply chain management (GSCM) practices on environmental sustainability (ES). A self-administered questionnaire was distributed to 450 employees of 90 fast food restaurants in Rivers State of Nigeria, and a total of 296 questionnaires were retrieved. Data was analysed using regression analyses. The results showed that green purchasing; green manufacturing, green packaging, green distribution and green marketing have direct positive impact on environmental sustainability in the food

Acee-Eke and Ikegwuru (2020) investigated the influence of green marketing on sustainable development. The data collection instrument used was a questionnaire which was administered to a total sample of 200 management Staff of four Local Government Areas (Port-Harcourt, ObioAkor, Emohua and Ikwerre) in Rivers State, Nigeria. Sample selection was based on the purposive sampling technique. The demographic data was analyzed using mean, and standard deviation. The analysis involved statistical methods such as reliability and validity tests and regression test between independent and dependent variables. Their findings supported the hypotheses that green marketing significantly affect economic sustainability. Again that green marketing significantly affects environmental sustainability. Also that green marketing significantly affects social sustainability. They recommended that Local government administrators should adopt green marketing practices that will enhance economic, environmental and social sustainability to enable them achieve sustainable development.

Acee-Eke and Nwokah (2019) examined the relationship between eco-based product strategies and marketing performance in Nigeria, focusing on quoted firms in the food and beverage industry using both primary and secondary data. The study also considers the role of technology as a moderator between eco-based product strategies and marketing performance. Market share and profitability were used as proxies for marketing performance while eco-product packaging and eco-product labeling both served as the study independent variables. The two main independent variables and the moderator variable all were measured on a five-point Likert scale ranging from very low extent to very high extent. Their results showed that eco-product packaging and eco-product labeling, both have a positive relationship with market share but have a negative relationship with profitability. However, in either direction, the magnitude of the influence of eco-product labeling was much higher than that of eco-product packaging. Again their results also suggested that technology plays an offsetting role in the relationship between eco-based product strategies and market share but plays an enhancing role in the relationship between eco-based product strategies and profitability. Their main conclusion therefore, was that there was a trade-off between market share and profitability objectives anchored on eco-based product strategies.

Thoria (2018) investigated the influence of green marketing-mix on consumer purchase intention in Sudan. The study adopted descriptive and quantitative research design in which postgraduate (MBA) students in all the universities in Khartoum State was targeted. 417 Postgraduate students were sampled. Multiple regression analysis was employed in analyzing the data. The study found a significant relationship between green marketing-mix elements - product, pricing, distribution and promotion - and consumer's purchase intention.

Novela, Novita and Scherly (2018) carried out an empirical investigation of green marketing-mix effect on customer satisfaction with eco-friendly products in Jakarta, Indonesia using 7p approach, focusing on beauty and body treatment products; and sampling 101 residents of Jakarta. Multiple linear regressions were employed in the data analyses. The results of this study indicate significant relationship between customer satisfaction and product, price, promotion proxies of green marketing –mix. Little or partial significant relationship was found to exist between people, and physical evidence proxies of green marketing and customer satisfaction. Among the marketing-mix study constructs, place was found with the weakest influence on customer satisfaction.

Macharia, Kibera, Munyoki and Kinoti (2017) study attempted to ascertain the extent green marketing practices relates to satisfaction of consumers of soft drinks in Nairobi, Kenya. A total of 180 trade customers and 162 soft drink firms were sampled for the study. Structured questionnaire was used for data collection. Descriptive statistics, correlation, analysis of variance and regression analysis were employed in analyzing the data. The study found a statistically significant positive linear relationship between green marketing practices and customer satisfaction.

Bilal, Kalsom, Zainon and Tareq (2016) study carried in Jordan investigated the effects of green marketing strategies on sales turnover of green cars. The study adopted survey research design sampling 332 car dealers. Descriptive statistics and structural equation model were employed in analyzing the data gathered with structured questionnaire. The results showed that while green product, promotion, and green process are positive related to sales growth of green cars, green pricing, green physical evidence, green people and green distribution have negative effect on sales growth of green cars indicating that adopting green marketing strategy may likely lead significant increase in the sales volume of green cars in Jordan.

Muthukumaran (2015) studied the rising approaches of green advertising and promotions in India. The objective of the study was to investigate the development of green advertising and promotions throughout the world and with orientation to India. Also, he intended to identify the causes why green advertising and promotion is vital in present trade and commerce scenarios of the world and to comprehend the advantages of having green approaches of both corporation and clients. The study adopted exploratory research on the premise of past literature and the investigation presumes that Green consumerism includes mainly “3R” like Reduce, Reuse and Recycle. Green advertising and promotion is an instrument for caring the environment for the potential generation. It positively affects ecological security. In light of the developing worry of ecological assurance, there is a rise of another market which is called as green market.

Gbadeyan and Omolekan (2015) examines the effect of green marketing on environmental degradation. Non experimental descriptive research method was used and the data gathered were analyzed. It was observed that the concept of green marketing is not popular among selected consumer in Benin metropolis of Nigeria and thus appropriate strategies for effective application of green marketing are lacking. Besides, adaptability, compatibility and relative advantage by consumers of green products remains the hiccups to the successful application of green marketing in Nigeria. Applicable recommendations were made for business enterprises to

produce ecological products which not only must not pollute the environment but should protect it and even liquidate existing environmental damages.

From the review of literature, the study designed the following research model:

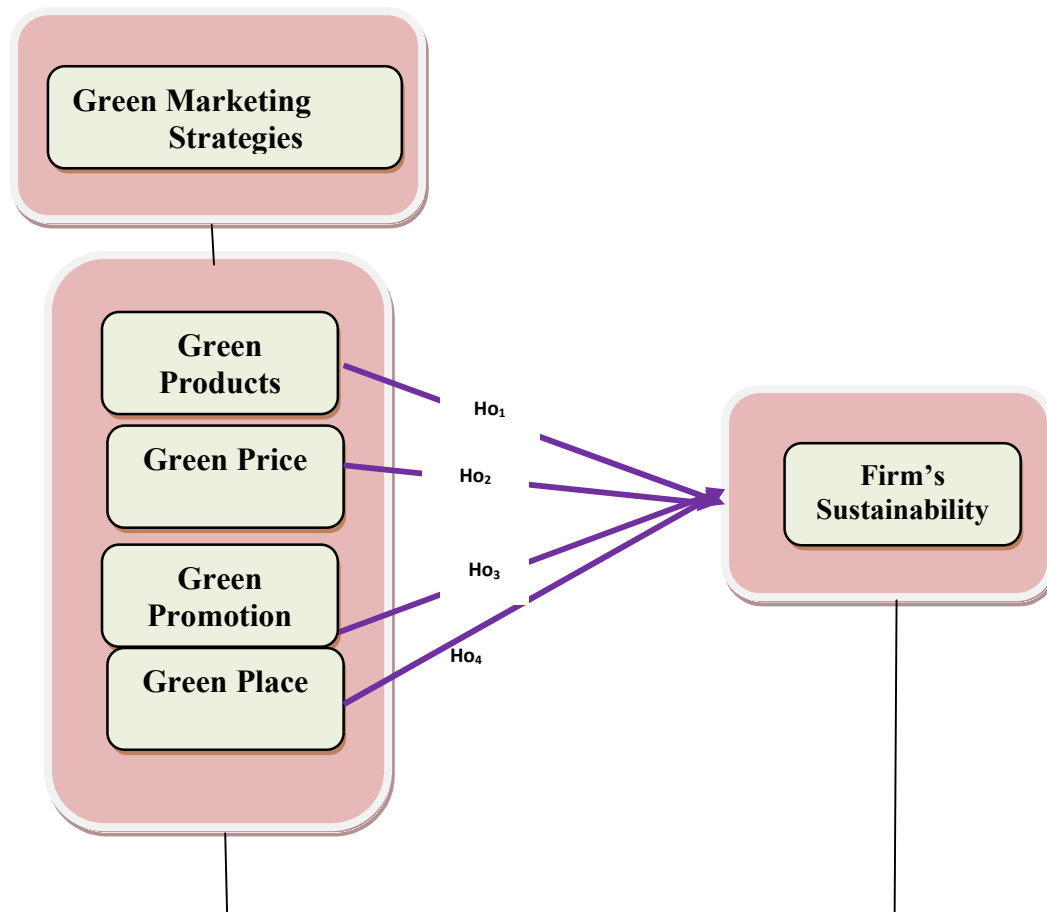


Figure 1: Research Model of Green Marketing Strategies and Firm's Sustainability

Sources: Designed by the Researchers, 2022)

From the research model, the following Hypotheses were formulated

H₀₁: Green product does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector.

H₀₂: Green price does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector.

H₀₃: Green promotion does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector.

H₀₄: Green place does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector.

RESEARCH METHODOLOGY

This study adopted descriptive survey research design and the positivist ontology was espoused in an attempt to connect reality by dualism. The population of this study contains all the eleven (11) mainstream oil and gas companies listed in the Nigerian Stock Exchange as at 2013. The sample size comprises of eleven (11) mainstream oil and gas companies in Nigeria, for the reason that the population is small and supposed as the sample size. The number of partakers in the study was one hundred and ten (110), on a sample frame of ten (10) respondents for each firm, summing up to 110 respondents for the study, 110 structured questionnaires was correspondingly disseminated to them via hand delivery scheme, and assembled data was analyzed though percentages; frequency tables; and multiple regression analysis (particularly for hypotheses testing) using the Statistical Package for Social Science (SPSS) version 22.0 as aid.

Model Specification

The regression model is functionally specified thus: $FSUS = f(GPRO, GPRI, GPR, GPLA)$ where:

F SUS = Sustainability. GPRO = Green Product, GPRI = Green Price, GPLA = Green Place

GPR = Green Promotion The functional model is presented in econometric form as: $SUS = \alpha + \beta_1 GPRO + \beta_2 GPRI + \beta_4 GPR + \beta_3 GPLA + \epsilon$

where:

A = Constant term B = Beta coefficients $\beta_1 - \beta_4$ = Independent variables ϵ = Error term

RESULTS

Table 1: Model Summary

Model	R	R2	Adj R2	Std Error of the Estimate	F	df1	df2	T	Sig. F	Durbin	
				Change					Change	Watson	
GPRO	.857	.764	.762	.64079	7	52.650	1	97	3.157	.000	1.869
GPRI	.667	.568	.565	.167596		.47649	1	98	2.605	.000	1.969
GPRM	.776	.694	.681	.294.73		62.504		2.642	.000	1.649	
GPLAC	.939	.881	.880				1	99	3.126	.000	1.724
				1.037		60.5047	1	100			

Source: SPSS 22.0 Window Output (2022)

- a. Predictor (Constant), Green Product
- b. Predictor (Constant), Green Price
- c. Predictor (Constant), Green Promotion
- d. Predictor (Constant), Green Place
- e, Dependent Variable, Firm's Sustainability.

Four models were tested indicating four predictors besides constant to determine the dependent variable that convene entry requirement in the finishing equation (GPRO, GPRI, GPRM, GPLA).

Multiple correlation coefficient measures the degree of relationship between the actual values and predicted values. Predicted values are obtained as a linear combination of X1 (Green Place), X2 (Green Price) X3 (Green Promotion) and X4 (Green Place). R2 represents percentage of the variance in the dependent variable. Table1 shows that 76.4% of the variation (model 1) in firm's sustainability is explained by green product single-handedly, 56.8% of the variation (model 2) is explained by green price, 69.4% of the variation (model 3) is explained by green promotion, and 88.1% of the variation (model 4) is explained by green place.

Hypothesis one Ho: Green product does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector. Ha: Green product significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

As shown in Table 1, green product has a t-value of 3.157 with a probability value of 0.000 which is statistically significant at 5% level of significance. Since these values are within the acceptable threshold, we reject the null hypothesis and accept the alternate hypothesis. Hence, Green product significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

Hypothesis two Ho: Green price does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector. Ha: Green price significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

From same Table 1, green price recorded a t-value of 2.605 at a probability value of 0.000 which is within the acceptable threshold, therefore, we reject the null hypothesis and accept the alternate hypothesis, Green price significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

Hypothesis three Ho: Green promotion does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector. Ha: Green promotion significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

Green promotion recorded a t-value of 2.642 with an alpha value of 0.000 which is highly statistically significant; we reject the null hypothesis and accept the alternate hypothesis which states that Green promotion significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

Hypothesis four Ho: Green place does not significantly influence firm's sustainability of Nigerian main stream oil and gas sector. Ha: Green place significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

Green place recorded a t-value of 3.126 with an alpha value of 0.000 which is highly statistically significant; we reject the null hypothesis and accept the alternate hypothesis which states that Green place significantly influences firm's sustainability of Nigerian main stream oil and gas sector.

DISCUSSION OF FINDINGS

From the results it was ascertained that Green product has significant positive effect on firm's sustainability of Nigerian mainstream oil and gas sector. This implies that environmental friendliness of all the elements of the product such as the materials used in its production, the production process and the product packaging influences the sustainability of Nigerian mainstream oil and gas sector. This reckons with the position of Aditi (2016) that green product helps in maintaining and improving on the natural environment conservation of energy resources, and the reduction or elimination use of poisonous materials, pollution and wastes, and the concomitant problems of wastage, noise and common harms to environment.

The study also found green price to have significant positive effect on firm's sustainability of Nigerian mainstream oil and gas sector implying that economic and environmental costs of production and marketing have significant influence on the sustainability of mainstream oil and gas firms in the study area. The results also align with the findings of Devakumar, *et al.* (2016) that green pricing has significant influence on market sustainability of organic products.

Further, green promotion was found to have significant positive effect on firm's sustainability of Nigerian mainstream oil and gas sector. This implies that providing genuine information about the products in a way that does not harm the materialistic and moral interests of the customers has significant influence on sustainability of Nigerian mainstream oil and gas sector. This agrees with the position of Thoria (2018) that found a significant relationship between green marketing-mix elements - product, pricing, distribution and promotion - and consumer's purchase intention. And also collaborates the findings of Devakumar *et al.* (2016) that green promotion has significant influence on market sustainability of organic products.

Finally, the study found that green place (physical distribution) has significant positive effect on firm's sustainability of Nigerian mainstream oil and gas sector. This implies that the effective logistics management which take cognizance of environmental conditions and requirements in the movement of raw materials and finished products has influence on the sustainability of Nigerian mainstream oil and gas sector. This agrees with the findings of Macharia *et al.* (2017) that a statistically significant positive linear relationship exist between green marketing practices and customer satisfaction.

CONCLUSION

Global warming and greenhouse effect is a serious environmental problem facing mankind in contemporary times, as it also affects the sustainable development of Nigerian mainstream oil and gas sector given that most of their inputs come from the environment. With the increasing popularity of society's environmental awareness and consciousness, environmental impact of activities of mainstream oil and gas companies as constituted an issue for concern hence green marketing becomes a business trend in this industry. Based on this findings, the study concludes that green marketing has significant positive effect on firm's sustainability of Nigerian mainstream oil and gas sector. And recommends that, management of mainstream oil and gas companies should implement green-marketing activities (product, price, promotion and distribution) that maintain and further strengthen sustainability keep abreast of global environmental responsibilities and developments in product manufacturing sustainability.

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