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Entrepreneurship and Disruption Innovation for Sustainable Economic Development

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Abstract: This paper which is based on systematic review of literature examines the concept of entrepreneurship and disruptive innovation as crucial factors that drive the economic growth and development of a nation. Several literatures on entrepreneurship and economic development have shown how entrepreneurship has decreased the level of poverty and improved the standard of living of some transition or emerging countries. This paper however argues that, it is not all forms of entrepreneurship that bring about changes in terms of restructuring and the diversification of economies for sustainable economic development. The paper compares disruptive innovation with Schumpeter's theory of 'creative destruction' economic miracle for the restructuring of poor economies. The paper recognizes the role of knowledge-based entrepreneurial firms or start-ups in the introduction of new products, services, processes and innovation and the challenges faced by these firms, which stand as barriers to disruptive innovation.

Key words: Entrepreneurship, Disruption Innovation, Sustainable, Economic Development

1. Introduction

Entrepreneurship has come to be recognized all over the world as a factor that drives economic development and national growth. This is because entrepreneurship is perceived to be involved with the discovery of new products and services (Invention),

improvement on already existing goods and services (innovation), wealth creation, job creation, income empowerment and general economic development. Greenwood and Holt (2008) noted that economic development occurs when there is a broadly based increase in the standard

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of living or quality of life. 'Quality of life', according to Streimikiene and Barakauskaite- Jakubauskiene (2012) can be addressed in terms of people health, the state of economy, employment, infrastructure development, crime and environment. Streimikiene and Barakauskaite- Jakubauskiene (2012) are of the view that these indicators of quality of life are interrelated as economic development creates preconditions to maintain public health, develop social and technical infrastructure, to increase employment, to ensure quality of environment and to tackle crime. Economic development may thus be referred to as an increase in living standards, improvement in self-esteem needs and freedom from oppression as well as a greater choice. It implies an increase in the per capita income of every citizen, alleviating people from low standards of living into proper employment with suitable shelter (Todaro & Smith, 2011). The role of entrepreneurial firms in economic development cannot be over emphasized as these small firms make formidable contribution to economic development. They account for vast majority of businesses in most countries and are responsible for about half of the private gross domestic product; thus they are indeed critical to any economy (Westhead, Wright & McElwee, 2011; Deakins & Freel, 2006).

Naude (2011) in his study on entrepreneurship and economic development noted that entrepreneurship has significantly reduced the level of poverty of most countries in the world. Naude affirms

that the impressive growth of these emerging countries (Brazil, Russia, India and China), which also has positive effect on the standard of the living of the citizens of these countries is as a result of veritable entrepreneurial revolution. Amongst these emerging countries, China has come to be reckoned with as a great force in the global business economy. This global recognition of China is substantiated by the fact that China's brand of state-led capitalism was found to be reliable and more credible than the American style of capitalism, following the global economic crisis of 2008 (Huang, 2009). Huang (2009), based on his analysis and findings from the Chinese government survey data and government documents at the central and local levels emphasized that, property rights and private entrepreneurship provided the dominant stimulus for high growth and lower levels of poverty in China.

This paper examines the theory of entrepreneurship and disruption innovation as drivers of sustainable economic development. Over the years, entrepreneurship has become a hot topic as several studies show the impact entrepreneurs make by creating new ventures that helped changed the rules of the game. A very significant example of how entrepreneurship has changed the rules of the game is the case of the education sector in Nigeria and in some other developing African countries, where educational entrepreneurs have practically changed the rules of the game in the provision of educational services to the populace. The entrepreneurial model which the

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educational entrepreneurs have brought to bear in the education market has to a large extent bridged the gap in public education provision occasioned by the poor performance of the government-owned public schools. Even though entrepreneurship takes a variety of forms and appears in both small and large firms, in new firms and established firms, in the formal and informal economy, it is central to the functioning of market economies. Entrepreneurs are agents of change and growth in a market economy and they act to accelerate the generation, dissemination and application of innovative ideas thereby expanding the boundaries of economic activity (Westhead, Wright & McElwee, 2011). Entrepreneurial innovations based on unique on technological knowledge create the industries that promote and sustain economic development. The theory of disruptive innovation is thus a powerful way of thinking about innovation-driven growth as many leaders of small, entrepreneurial companies as well as many executives of large, well-established organizations praise disruptive innovation as their guiding star (Christensen, Raynor & McDonald, 2015).

This paper however argues that, it is not all types of entrepreneurial activities that will make significant impact for sustainable economic development, as not all entrepreneurial activities lead to disruptive innovation. To substantiate this argument, the paper examines the concept of entrepreneurship and the main divide of entrepreneurship against the backdrop of disruptive innovation.

The paper also examined the concept of economic development, the role of entrepreneurship in economic development as well as the challenges that entrepreneurial firms encounter which tend to stifle disruptive innovation – ‘the economic miracle’ for restructuring poor economies.

2. Literature

2.1 The Concept of Entrepreneurship and Disruptive Innovation

The concept of entrepreneurship means different things to different people, different culture, race countries and disciplines. These different views and perceptions of the concept of entrepreneurship have made it a very difficult concept to define. Hence there is a lack of consensus on the definition of entrepreneurship (Kuratko, 2009; Shane & Ventakaraman, 2000). The definition of entrepreneurship continues to evolve as Kuratko (2009) affirms that definitions of entrepreneurship are abounding as there are researchers and writers who try as much as possible to define the concept differently from a previous writer. Kuratko however suggests that there is a need to broaden the definition of entrepreneurship as entrepreneurs are doing many things in recent times. A few of these different definitions of entrepreneurship will be reviewed in this paper. Pride Hughes and Kapoor (1999) refer to entrepreneurship as how to come up with new solutions or filling the needs of society by providing technical innovation, providing employment and providing competition for other business. By this definition, entrepreneurs provide hands-on or

practical origination of new goods, services and processes which disrupt the stability or equilibrium in the market as the presence of these new goods and services bring about tension in the market as they try to displace older or other existing businesses through competition. Shane and Ventakaraman (2000) defined entrepreneurship as the discovery, evaluation and exploitation of profitable opportunities. By this definition, these authors emphasize that entrepreneurship has two parts which are; opportunities and individuals who strive to take advantage of them. Thus for them, entrepreneurship is the examination of how, by whom and with what effects opportunities to create future goods and services are discovered, evaluated and exploited. Also Kuratko (2009) views entrepreneurship in the light of innovation and development as he refers to an entrepreneur as one who recognizes and seizes opportunity, converts these opportunities into workable/marketable ideas, adds value through time, effort, money or skills, assumes the risks of the competitive market place to implement these ideas and realizes rewards from these efforts. Stam and Van Stel (2011) define entrepreneurship as a factor that creates wealth by combining existing production factors in new ways. Taking a closer view of all these definitions of entrepreneurship, one can see that the definition of entrepreneurship is still evolving, however, the recurring terms or words that these different definition have in common are ‘discovery’,

‘conversion’ and the ‘creation of something new’.

One of the earliest definitions of entrepreneurship which is most relevant to the theme of this paper with regards to disruptive innovation is the definition proffered by Joseph Schumpeter (1883-1950), an Austrian born economist. Schumpeter gave the most sophisticated explanation of the concept of entrepreneurship (Formaini, 2001) which has continued to be of great influence in contemporary discourse of entrepreneurship. Schumpeter (as cited in Katz & Green, 2011) defined entrepreneurship as the creative destruction of equilibrium through innovation and discovery of opportunities by introducing new products and processes. This model of creative destruction simply refers to the way that newly created goods, services or firms can “hurt” or “destroy” existing goods, services or firms as people will usually want to try a new product or service provided by a new firm and this will cause older or existing firms to lose business temporarily or permanently (Katz & Green, 2011). Schumpeter’s explanation of the concept of entrepreneurship explicitly suggests that innovation is a pre-requisite for genuine entrepreneurship (Westhead, Wright & McElwee, 2011). Thus, it is important to emphasize such words as creativity, discovery, original, new or novelty when defining innovation.

Entrepreneurial activity is generally assumed to be an important aspect of the organization of industries most conducive to innovative activity and unrestrained competition (Van Stel,

Carree & Thurik, 2005). In current debates about globalization and competitiveness, innovation is often represented as providing opportunities and conditions for developing countries to participate in the world economy. Thus, Nelson and Winter (as cited in Voeten, Haan & Groot, 2011) have defined innovation broadly as a portmanteau to cover the wide range of variegated processes by which man's technologies evolve overtime. Value creation, profitability and commercialization are key aspects of innovation in virtually all the definitions of innovation since Schumpeter (Voetan, De Haan & Groot, 2011)

The definition of entrepreneurship proffered by Schumpeter broadly captures the concept of disruption innovation. Disruptive innovation, a term coined by Clayton Christensen describes a process by which a product or a service takes root initially in simple application at the bottom of a market and then relentlessly moves up market eventually displacing established competitors (Christensen, 2019). According to Christensen, Raynor and McDonald (2015) disruption describes a process whereby a smaller company with fewer resources is able to successfully challenge established incumbent businesses. As older and more established businesses focus on improving their products and services for their most demanding and profitable customers, they exceed the needs of some segments and ignore the needs of others. Entrepreneurial firms or entrants that prove disruptive begin by successfully targeting those overlooked

segments and thus gain a foothold by delivering more-suitable functionality frequently at a lower price. Incumbents, chasing higher profitability in more-demanding segments, tend not to respond vigorously, while entrants on a disruptive trajectory improve the performance of their offerings and move upmarket where profitability is highest for them, thus challenging the incumbent older businesses (Christensen, Raynor & McDonald, 2015). Westhead, Wright and McElwee (2011) noted that one of the characteristic features of smaller entrepreneurial firms is their flexibility as a result of loose firm structure which allows them to make quick decisions to seize opportunities that require low price product or service delivery as well as quick speed of service or product delivery. These entrepreneurial firms thus create competitive advantage by perceiving or discovering new and better ways of creating a product or service and bringing them to market, which is what innovation is about.

Having examined the concept of entrepreneurship from the point of view of different authors, Schumpeter's view of entrepreneurship as the creative destruction of equilibrium may be likened to the concept of disruptive innovation, as coined and described by Clayton Christensen, as both processes involve the displacement of established competitors by smaller and new firms. For Schumpeter, creative destruction involves episodes of discovery and the introduction of new products or services through the transformation of existing technology; and during these episodes,

economies grow strongly and experience booms, but the diffusion of these innovations encourages imitators into the market who help to establish the new order as a new equilibrium for the economy until another set of pioneering revolutionary entrepreneurs disrupts the equilibrium by the replacement of old technologies with the introduction of new ones (Pride, 2012). Schumpeter viewed disequilibrium as the driving force of capitalism due to the dynamic pattern in which innovative upstarts unseat established firms through a process he referred to as creative destruction (Hart & Milstein, 1999).

2.2 Divide of Entrepreneurship and Innovation

In recent times, innovation and entrepreneurship are at the forefront of academic debates in economics, business administration and other related fields of study; they seem clearly inter-related and the role of the entrepreneur can only be understood if it is placed against the background of the theory of innovation (Voeten, Haan & Groot, 2011). There are substantial differences in the types of entrepreneurial activities across countries (Baumol, 1990; Acs et al, 2008) especially in the divide of necessity and opportunity entrepreneurship (Brixiova, 2010). A defining factor as it relates to the subject matter of this discourse is the extent to which the entrepreneurial activity involves disruptive innovation. Acs and Varga (2005) maintain that individuals who are involved in entrepreneurship out of necessity are not likely to be involved in the process of self-discovery

and their actions are not likely to make significant positive effect on development. This means that the activities of necessity entrepreneurs will not make any impact in the restructuring and diversification of poor economies since the reason for engaging in entrepreneurship is solely as a means of survival. According to Brixiova (2010) opportunity entrepreneurs prevail in high income countries and the more educated entrepreneurs are based with the opportunity based firms. The less educated entrepreneurs dominate the low income or developing countries of the world and are involved in entrepreneurship out of necessity. Stam and Van Stel (2011) opine that entrepreneurs in the least developed countries engage in entrepreneurship due to necessity as the lack of job opportunities and rise in poverty levels in the developing and least developed countries leave these individuals with few options other than to engage in entrepreneurial activities to earn a living. Mani (2011) contends that, it is important to distinguish between necessity entrepreneurship and opportunity entrepreneurship. Mani argues that opportunity entrepreneurship is an active choice to start a new enterprise based on the perception that an unexploited or under-exploited business opportunity exists. This type of entrepreneurship has a positive and significant effect on economic growth because it essentially involves innovation. This is quite unlike necessity entrepreneurship, where one has to become an entrepreneur because there is no better option for the person

involved and thus it has little or no effect on economic growth. The importance of productive or opportunity entrepreneurship for growth, job creation, innovation and competition has been confirmed by the experiences of transition economies in Central and Eastern Europe where successful transition to market (innovation) is hinged on dynamic private sector, especially new entrepreneurial firms (Huang, 2009; Naude, 2011).

For Schumpeter (as cited in Westhead, Wright & McElwee, 2011), entrepreneurs with unique scientific or technological knowledge create radical innovations that can lead to the creation of new industries, which can promote economic development associated with the creative destruction of some old industries. In the past few years, terms such as knowledge society and knowledge economy are often used in conventional applications. Opportunity entrepreneurs dominate the knowledge-based firms. A very significant and contemporary instance of disruptive innovation, especially in the developing countries is in the evolution and development of educational entrepreneurship. The educational standards in most developing countries of the world are at low ebb due poor budgetary allocations and out right neglect of the educational sector by the government. In Nigeria for instance, the deterioration in the public schools created a gap in educational development as well as an opportunity for educational entrepreneurs (Opportunity entrepreneurs) to start up private schools or institutions;

motivated by the goal to bring about sustainable transformation of the public education.

Smith and Petersen (2006) define education entrepreneurs as rare breed of innovators whose characteristics and activities may lead to the transformation – not merely the slight improvement of the public education. According to Paul (2012), education entrepreneurs aim to disrupt education in productive ways to introduce tools that will transform the way scholars learn just as other technologies have transformed the way we communicate and the way we entertain ourselves in the society. This disruptive innovation in the educational sector is much more prevalent in the primary education level and then in the secondary education; and is also fast gaining recognition in the tertiary level as more and more parents and guardian who earlier had doubts about the suitability of private universities are jettisoning the once good-old government owned universities, due to their lack-luster as a result of government neglect. Several studies on private education show that the private primary schools, secondary schools and the universities are now preferred to the government owned schools in spite of their high fees and this is due to innovation in physical facilities, medium of instruction, flexible enrolment policies amongst other innovative business models that the private school offers (see Adebayo, 2009; Goldring & Rowling, 2006; Oguntimehin & Oni, 2010; Onuka & Arowojolu, 2008; Tooley, Dixon & Gomathi, 2007). Also in a study by

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Hilmi (2016) on disruptive innovation in education, the result show that the introduction and the adoption of massive open online courses is seen as a strong technological force that is influencing the educational landscape. Hilmi noted that this adoption of new innovation in technology has brought about dynamic changes in education and the structure of colleges and universities, as existing institutions are being displaced because of their inertia towards the adoption of new innovation. It is imperative to note here that education plays a very important role in national economic development. Orji and Job (2013) in their discourse stressed the fact that a nation develops in relation to its achievement in education, as contemporary world attention has focused on education as an instrument of launching nations into the world of science and technology, and with consequential hope of human advancement in terms of living conditions and development of the environment.

Christensen (2019) argues that an innovation that is disruptive allows whole new population of consumers at the bottom of a market have access to a product or service that was historically only accessible to consumers with a lot of money or skill. This fact was noted by Naude (2011) who affirms that entrepreneurship will increasingly play a more important role as the managed economy of the 1970s – 2000s, characterized by reliance on big business and mass production has given way to a so-called entrepreneurial economy, where knowledge –driven

goods and services are now more flexibly provided by smaller firms. These smaller entrepreneurial firms that are able to challenge these bigger established incumbent businesses or that prove disruptive are able to do so through creative thinking and thus are able to penetrate the market despite the established presence of the bigger businesses. As Sturm (2015) puts it, these smaller entrepreneurial businesses can dream up and offer up wildly new ideas that get people excited, and lead to innovative pivots and launches. Thus for disruptive innovation to occur - for something new to be introduced to the market, there is need for the entrepreneur to think differently, unconventionally and creatively – ‘thinking out of the box’. Entrepreneurial firms or entrants that prove disruptive are the firms where the business leaders are more likely to be opportunity entrepreneurs, who think differently and creatively as compared with necessity entrepreneurs, and the firms are knowledge-based as both conceptual and technical skills are required to pull the new product or service through. Thinking out of the box, a catch phrase commonly used in business environment and by management consultants requires thinking creatively, freely and off the beaten path. It is the most effective kind of original and innovative thinking, where the entrepreneur sees beyond current challenges or any form of constraint (Sturm, 2015). It is this form of thinking that generates new ideas which are translated new products and

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services that disrupt already established markets.

2.3 The Concept of Economic Development

According to Mansell and When (1998), economic development generally refers to the sustained, concerted actions of policymakers and communities that promote the standard of living and economic health of a specific area. Mansell and When also refer to economic development as the qualitative and quantitative changes in the economy which involves development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy and other initiative. Nwoye (2011) defined economic development as a process which involves the transformation of raw materials and allied resources of a nation from their original state to the state desired for consumption or further production of goods and services for the improvement of quality of people's life. From the definition proffered by Nwoye (2011), it clearly evident that for economic development to take place, there must be a transformation from one state to another – transformation of raw materials, processes, or industry, which is what happens in the process of creative destruction as well as disruptive innovation. Sen (as cited in Stam & Van Stel, 2011) refers to economic development as a broad concept which entails the raising of human capabilities. Szirmai, Naude and Goedhuys (2011) opine that economic development requires sustainable and shared increases in per capita income

accompanied by changes in the structural composition of an economy towards higher value added goods and more efficient production methods.

Economic development is a normative concept; this means that it applies in the context of people's sense of morality (right and wrong, good and bad). Economic development is an increase in living standards, improvement in self-esteem needs and freedom from oppression as well as a greater choice. The most accurate method of measuring development is the Human Development Index (HDI), which takes into account the literacy rates and life expectancy which affects productivity and could lead to economic growth. It also leads to the creation of more opportunities in the sectors of education, health care, employment and the conservation of the environment. It implies an increase in the per capita income of every citizen as people are alleviated from low standards of living into proper employment with suitable shelter (Todaro & Smith, 2011). Economic development is generally measured in terms of jobs and income, but also includes improvements in human development, education, health, choice, improved standard of living and environmental sustainability (Greenwood & Holt, 2008; Streimikiene & Barakauskaite-Jakubauskiene, 2012; Todaro & Smith, 2011)

2.4 Entrepreneurship and Economic Development

The role of entrepreneurship in economic development involves more than just increasing per capita output and income. It involves initiating and

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constituting change in the structure of business and society (Hisrich, Peters & Shepherd, 2008). Entrepreneurs by their actions - responding to opportunities, threats, uncertainties and incentives emanating from the economic environment in which they operate, put entrepreneurship at the heart of economic growth, development and catch-up. By innovating and commercializing inventions and by adopting innovations developed by others, entrepreneurs affect the rate of technological change and the structural transformation of the economy (Szirmai, Naude & Goedhuys, 2011). Van Stel, Carree and Thurik (2005) opine that entrepreneurship fails to be a well-documented factor in the empirical growth literature because of difficulties defining and measuring entrepreneurship. However, Audretsch, Keilbach and Lehman (2006) are of the view that it is a virtual consensus that entrepreneurship revolves around the recognition of opportunities along with the cognitive decision to commercialize those opportunities by starting a new firm. Becker, Knudsen and Swedberg (2011) in their review of the impact of Schumpeter's Theory of Economic Development (TED), threw more light on this theory, which is considered to be the founding work in the literature on entrepreneurship and economic evolution by highlighting the core ideas Schumpeter presented in TED. This core idea focuses on the general theory of entrepreneurship as a new combination of already existing material or immaterial component and the idea that resistance to entrepreneurship plays a

crucial role in blocking economic development and that only a very strong forceful individual can break through this resistance.

Entrepreneurship in general is receiving greater attention from policy makers and experts in developed and developing countries. New dynamic enterprises contribute to economic development in several ways; as an important channel to convert innovative ideas into economic opportunities, as the basis for competitiveness through the revitalization of social and productive networks, as a source of new employment and as a way to increase productivity. The link between entrepreneurs and economic growth, theoretically speaking looks reasonably straight forward. Entrepreneurs create new businesses and new businesses in turn create jobs, intensify competition and may increase productivity through technological change (Mani, 2011). Schumpeter suggests that continuous creative destruction – (the introduction of new goods and services, opening of new markets, creation of new organizations and the introduction of new technology, processes and production) is what constitutes a sustainable economic development. Agri et al (2018) in their study noted that the continuity of an enterprise is sustained through innovation. They pointed out that community stakeholders in the business environment are interested in a profitable business enterprise that can guarantee jobs, generate tax revenue, assist in community services and projects; thus they maintain that

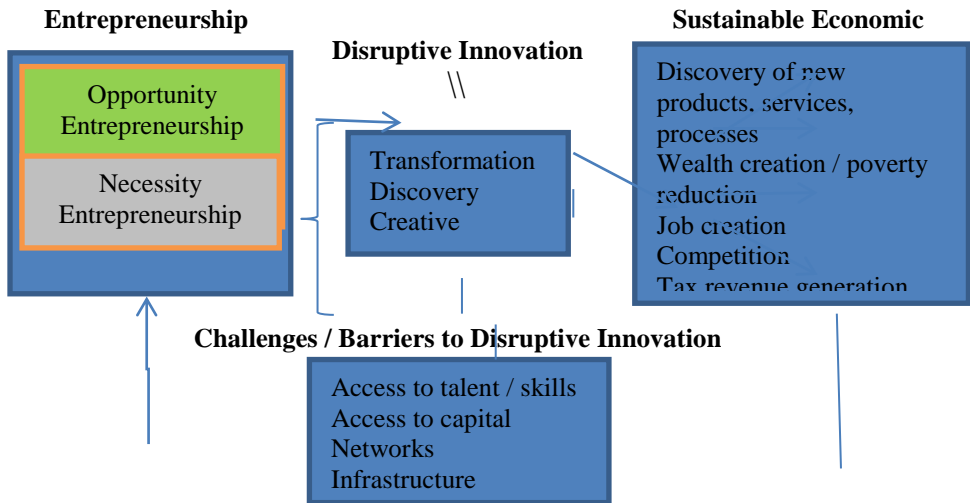
unemployment is structurally caused by inadequate innovation. Van Stel, Carree and Thurik (2005) pointed out that entrepreneurial activities by nascent entrepreneurs has a positive impact on economic growth, which is however dependent on the level of per capita income in that economy. As noted earlier in this discourse, opportunity entrepreneurs are with the knowledge based firms, which engage in productive entrepreneurship. Wealth creation depends on the generation and exploitation of Knowledge embodied in people and technology - knowledge of practice as well as science and technology which are required to create economic value (Gibbons et al. 1994), which is fundamental for economic development. Audretsch, Keilbach and Lehmann (2006) stressed that entrepreneurship makes a unique contribution to economic growth by permeating the knowledge filter and commercializing ideas that would otherwise remain uncommercialized. They went to argue that entrepreneurial opportunities are not at all exogenous or given in the knowledge spillover theory of entrepreneurship, rather they are endogenously generated by the extent of

investments in new knowledge. They maintain that a context rich in knowledge will generate more entrepreneurial opportunities than a context with impoverished knowledge.

In Africa's least developed countries (LDCs), escape from poverty and convergence to living standards of more advanced economies depends critically on structural transformation and the emergence of productive entrepreneurship that would accelerate growth and job creation (Brixiova, 2010). Agri et al (2018) suggest that the educational and private sectors in Nigeria should play a leading role in indigenous technology incubation, innovation, adoption and transfer. They contend that innovation and entrepreneurship will increase employment for Nigeria, if only the institutional environment and capacities to support innovation are strong.

Figure 2.4.1 is a framework that summarizes the relationship or the link between entrepreneurship (productive or opportunity entrepreneurship), disruption innovation and sustainable economic development

Figure 2.4.1. A model of productive entrepreneurship, disruptive innovation and sustainable economic development



2.5 Challenges of entrepreneurial firms and barriers to disruptive Innovation

It is important to identify the factors in the institutional environment that hinder entrepreneurial firms and their capacities to break new grounds, make new discoveries and create new goods, services, processes or technologies that make for sustainable economic development. In as much as many countries have begun to realize the importance of entrepreneurship and new venture creation, they are aware that starting a business is expensive and that the challenge can be quite exhilarating (Schramm, 2011). Starting and operating a new firm is not easy as there are myriad of issues and factors that a business owner has to contend with. Dyer (1992) identified issues such as finance, expertise, materials, technology that may pose some challenges when

starting up a new firm. National Commission on Entrepreneurship (2002) identified some factors which have consistently ranked at the top in terms of importance to new and growing businesses. These factors which may act in favour of, or against new and growing businesses, depending on their availability or non-availability in the business terrain include; access to talent, access to capital, networks and infrastructure.

Access to talents represents one of the key challenges facing entrepreneurs, as acquiring and retaining talented and highly skilled personnel at all levels is very difficult. NCOE (2002) noted that these personnel challenges faced by entrepreneurs (i.e. shortage of qualified workers) are part of a larger economic transformation. The Commission stated that the reason for this is that knowledge workers are now becoming the key

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ingredient to business success and regional economic development. Leading high technology growth regions are now characterized by high concentrations of knowledge workers and an ability to attract and retain these workers.

Access to capital or finance has always been a major and primary problem facing entrepreneurial firms or businesses. While some regions and business sectors still have trouble accessing capital; in recent time, nonetheless, the overall environment for funding start-up businesses is fairly positive. According to the National Commission on Entrepreneurship (2002), this trend or development of having access to capital has been undermined by concerns over human capital, quality of life and other issues. However, the picture is not completely rosy as certain categories of entrepreneurs, especially women and minorities still find it difficult to access funds.

Network is another issue that poses a challenge to entrepreneurs or new businesses. Networks are essential because they are the links to potential sources of capital, new employees, strategic alliance partners, and service providers — such as lawyers, accountants, and consultants. These links are absolutely essential if a growing company is going to travel successfully at entrepreneurial speed (NCOE, 2002). However, in some cases, owners of entrepreneurial firms seeking to maintain ownership and control may retard venture performance and innovation by being resistant to external monitoring,

which could improve firm performance. Some owners are reluctant to consider and/ or apply for external expertise required to ensure enterprising behaviour and venture development (Westhead, Wright & McElwee, 2011).

Another challenge that retards entrepreneurial activity and innovation is that of infrastructure. Public infrastructure, like a constant supply of electricity; good highways, proximity to airports and seaports, and high-speed internet access, are absolutely necessary for the smooth running of a business, especially electricity, as it is used to power practically all industrial equipment and machines. The level and availability of this local institutional support – infrastructure, is a major concern to most entrepreneurial firms in the developing countries.

Westhead, Wright and McElwee (2011) summarized the broad types of negative barriers to enterprise to include;

- Attitudinal barriers – which includes reluctance to select a career in enterprise; to establish a firm for independence as well as the reluctance to move outside the management comfort zone and the desire to remain small.
- Resource barriers – which includes limited information, finance, infrastructure, skilled labour and machinery.
- Operational barriers – such as lack of imagination, creativity and appropriate administrative, management and production systems, inability to protect the product, service or brand as well as skills and capabilities deficiencies.

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- Strategic barriers – which includes focus on low price strategy rather than premium price strategy, inability to introduce market as well as technological differentiation, inability to create new sources of competitive advantage and to proactively adapt to constantly changing market.
- Government failure – here, government supports firms that do not require assistance, while some government regulations make it difficult for Start-up firms to find their feet.

Ferrell, Hirt and Ferrell (2011) also noted that entrepreneurial firms or new businesses face many challenges ranging from insufficient funds or undercapitalization, managerial inexperience or incompetence, inability to cope with growth and the burdens imposed by government regulations. Thus, half of entrepreneurial firms that are unable to cope with these challenges fail within the first five years (Ferrell, Hirt & Ferrell, 2011).

2.5.1 Policy implications of these challenges

The economic contributions of entrepreneurial firms with regards to job creation, poverty reduction wealth creation cannot be overemphasized. Thus there is the need for the government and policy makers alike to create an enabling environment for entrepreneurial activities and firms to thrive. Promoting entrepreneurship and the supply of entrepreneurs through entrepreneurship education training programmes for skill acquisition will go a long way to developing the needed technical skills required for creativity.

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Abubakar, Ibrahim and Yazeed (2018) are of the view that there is the need for the government to inspire and instill the spirit of innovativeness in the students in addition to providing entrepreneurship education as this will deliver a direct effect as well as strong interaction with entrepreneurship education which influences student's entrepreneurial intention. Provision of adequate infrastructure as well as the development and implementation of favourable financial policies that allows Start-ups to have access to seed capital from the credit market at investment-friendly rates will encourage the creation and dissemination of new products and services that will increase the level of disruptive innovation needed for sustainable economic development. Viatonu, Muse and Suluka (2018) in their study concur that there is the need for the government to provide an enabling environment for entrepreneurship to thrive through the provision of social amenities such as electricity as well as tax breaks, especially to budding entrepreneurs.

There is also the need for the business leaders of entrepreneurial firms to engage in creative thinking (thinking out of the box) so as to come up with something new and original. As Sturm (2015) puts it, 'If you till the same soil that everyone else tills, plant the same seeds they plant, and use the same water, you'll get the same garden'. To eliminate imitation as much as possible, it is advisable for entrepreneurial firms to engage in continuous creative destruction- introduction of new goods and services, opening of new markets,

creation of new organizations and the introduction of new technology, processes and production for sustainable economic development. This task of eliminating the barriers that hinder entrepreneurial firms is up to the policy makers and practitioners alike in the different economies of the world, especially the developing countries, who understand the economic benefits of entrepreneurship.

3. Conclusion

This paper started by noting the lack of consensus in the definition of entrepreneurship despite the role of entrepreneurial firms in the creation of new jobs, wealth creation, reduction of unemployment, reduction of poverty and general economic development. However, literature shows that there are substantial differences in the types of entrepreneurial activities across countries especially in the divide of necessity and opportunity entrepreneurship. While necessity entrepreneurship has little or no effect on economic growth, opportunity entrepreneurship on the other hand has significant effect on economic growth as it drives innovation. Hence the role of the entrepreneur can only be understood if it is placed against the background of the theory of innovation. The importance of productive or opportunity entrepreneurial firms, which are basically knowledge - driven and truly innovative in their activities for sustainable economic development cannot be overemphasized. Entrepreneurial firms with unique scientific and technological knowledge are the initiators of radical and disruptive

innovations as they create new industries, new products, services and process innovation that promote sustainable economic development. However, there are some pitfalls within and outside the business environment – lack of talent or limited knowledge, inadequate infrastructure and venture capital amongst others, which are barriers to enterprise and disruptive innovation. To create an enabling business environment that will increase the ease of doing business and promote creativity and innovation, there is need for the government to encourage entrepreneurship and the entrepreneurs through entrepreneurial and vocational training program to increase knowledge as well as technical skills required for radical innovation. Government intervention should also include the provision of adequate infrastructure by collaborating with property developers to provide business premises at subsidized rates. Government should also focus more attention on the construction of network of roads, seaports, airports, railways and the provision of constant supply of electricity. All of these can increase the flow of resources to new and growing firms and also reduce the high cost of doing business. There is also the need for the government to provide stable micro economic environment to encourage entrepreneurial initiatives through the implementation of favourable financial policies that allow entrepreneurial firms to secure loans from the credit market at investment-friendly rates. In conclusion, public policies should generally be devoted to

creating and developing an enabling environment that allow for innovation,

employment and growth of the economy.

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Learning cum Development Outcomes and Training Budget of Technology Based Entrepreneurial Firms in a Recessive Economy

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Abstract: Learning and development outcomes in organizations have been of contention in most technology based entrepreneurial firms in recessive economies like Nigeria and the inability to appropriate finance for learning and development priorities tend to inhibit the growth of human capital in the nation's economy at large. The research analyzed the effect of operation budget on learning effectiveness during recession and evaluated the effect static budget on competitive advantage during recession. The findings showed that operation budget have significant effect on learning effectiveness (at $P = 0.004$). It was also found that static budget does not have any significant relationship with competitive advantage (at $P = 0.084$). The research concludes that economic meltdown has not too many effects on learning and development outcomes of human capital as organizations still gets value for trainings on employee with reference to productivity in Nigeria. The study further recommends that entrepreneurial firms should create enabling operating environment for employees through right learning and development policies to avoid degradation of human capital.

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Keywords: Learning Cum Development, Training Budget, Entrepreneurial firms
JEL CODES: M1, M19

Introduction

The corporate society has advanced more than ever as businesses are challenged with the hope of being accountable for their personnel learning and development more than before, owing to several changes in the market environment because of the transient adverse nature of the country. Nevertheless, the receding nature of the economy is raising incredible interest about the potential drop in learning and development estimates (Vemic, 2010). It is always projected that the extent of investment in workforce learning and development lessen during the receding phase of a country as corporations look to reduce cost. Alternatively, while, the organizational setting is being significantly restructured; workers are projected to have a much array of abilities, expertise and experience (Brenner, 2011). Consequently, for every increment in expectation, the call for skillful and proficient personnel increases to help organization maintain its market allocation and extend competitive lead (Fitzroy and Hulbert, 2012).

Statement of the Research Problem

Recession in the economy has significant effect on countries economic system. Learning and development experts are of the view that an important task now could be to set up the extent of the effect of economic meltdown on the learning and training of employees. Economic players are challenged with understanding of what ought to improve

and enhance the development of employees. Besides the receding economic problem, there is an extended rate of joblessness along demographic lines. With the worldwide financial crisis and the increasing rate of unemployment along demographic lines, there's a challenge of what impact will the world economic downturn have on learning and development (Adamu, 2009) and (Ogbari, et al, 2017). Learning and development professional are also involved on whether or not there may be any connection between economic recession and learning & development outcomes of employees. A variety of studies have been embarked upon relating to economic recession. Fewer of these, if any, have without a doubt endeavored to find out the effect of economic recession on learning and development outcomes in an emerging economy as that of Nigeria. With reference to these, the study intends to ascertain through the hypotheses as stated in null forms;

H₀₁: There is no significant influence of operation budget on learning effectiveness.

H₀₂: There is no significant relationship between static budget and competitive advantage.

Concept of Learning and Development in Economic Recession

Recession is commonly depicted by a condition of undesirable economic advancement consistent for two successive financial periods. The Great Depression of 1930 became the worst

financial crisis the world had witnessed before the global crisis of 2008 that didn't exempt Nigeria and major entrepreneurial firms. (Pells, 2008). Learning, unlike training, is normally described, by way of training as well as education. (Jensen 2001). According to (Sloman 2005), learning can be defined as 'a self-ignited, job-centered procedure leading to enhanced adaptive capability.' 'Learning' is the wider blanket word through which both training and development are best comprehended. In essence learning and development goes concurrently and organizations tend to have different perception about dedicating funds for training needs of employees especially during recession as most organizations tend to cut operational cost. The essence of training employees has been adjudged to be of on necessity in trying times of firms because they do not take cognizance of the benefits trainings offer as a result of declining profit in recession.

Duggan (2017) pointed that organizations budget also have a lot to do with the rate at which employees are trained and development outcomes tend to determine how much is dedicated to employee learning process. Training budgets normally describe how money may be allocated for training, development and delivery for an organization. Funding a training program calls for the evaluation of needs, making decisions and examining results. It was further pointed that organizations have categories of budgets ranging from operational to static budget in most organizations.

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Inference to Human Capital Theory

The study holds it footings on human capital theory which is amongst pioneering theories to account for human capital development especially as developing nations are concerned. This concept exemplifies the advantages of making an investment in learning and growth in relation to individual's human capital. Investing in individuals has many benefits, it assists in increasing employers' human resource personnel and help improve productivity (Becker, 1993). However, lack of skilled labor in developing countries has precipitated employers to invest more in their employees' learning and development programs (Owoyemi et al., 2011).

Empirical Framework

Several researches has been conducted on learning and development outcomes and their relations with training budget in a recessive economic system both in Nigeria and other economies of the world. However, in most researches performed, it has been validated that learning and development has only benefited little from training budget in a recessive economic system.

The countries of the world suffer from economic recession, nevertheless if the globe is receding or otherwise, or at the brink of downturn, is a topic a lot argued. However, one thing predominantly significant is that organizations are reducing their budgets and hesitant to spend, and so are their work force. Perhaps, for most economic units that are trying to pull back on owns judgement on spending, generally, items to be rationed down is the

estimates on training, learning and development programs. In response to recession, most organization intend to reduce learning and development budget by 10% (Noe, 2002). However, MacDuffie and Kochan (1995); Falola, et al (2017) argued that, in a recessive financial system, opportunities are open to companies and this include the identification of activities which might be crucial to commercial enterprise strategic growth. And those activities which might be mandated by way of regulation (such as sexual harassment and safety training). Nevertheless, learning and development needs in a recessive financial system relies on the needs of the organization. Although, many businesses do reduce their training budgets, they still sponsor programs which are especially critical in other to prepare for economic growth (Owens, 2006).

Methodology

The method adopted for the conduct of this research is the survey with insight to expo facto approach. Respondents' opinion was gathered by administering structured questionnaire and the sample of the population of the study is based on complete enumeration of the employees of the technology based entrepreneurial firms since they have the indepth understanding and technical knowledge or non-conventional learning and the nature of sample is purposive. The sample consist of two hundred and eighty four (284) employees of 37 major technology based entrepreneurial firms including major phones imports and retail stores in Lagos state gotten from the Computer and Allied Product

Dealers Association of Nigeria (CAPDAN) list and based on the criteria that the firms reflected the characteristics of investment in learning and development. Ethical issues in line with validity and reliability were considered to get accurate response and also protect the interest of the identity of business owners and employees. Also, the questionnaire was dispensed to two hundred and eighty-four personnel who was the sample size denoting the preferred population of the study of the purposively chosen 37 technology based entrepreneurial firms in Ikeja (CAPDAN) section of Lagos state. Of this lot, one hundred and ninety-nine (199) questionnaires signifying 70% were returned, while eighty- five (85) questionnaires signifying 30% were not returned.

Data Presentation, Analysis and Discussion

The frequency distribution of the respondents' demographic characteristics is presented in table 4.2 below. The table shows that out of the one hundred and ninety-nine (199) respondents, 135 (67.8%) are male, while 64 (32.2%) are female. We have more male respondents to female respondents in the sample. In addition, out of the one hundred and ninety-nine (199) respondents, 70 (35.2%) are single while 119 (59.8%) are married and 10 (5.0%) are neither married nor single. , most of the respondents are married. More so, 99 (49.7%) of the 199 respondents have 1-5 years' work experience, 80 (40.2%) have 6-10 years' work experience, 16 (8.0%) have 11-15 years' work experience and, 4 (2.1%)

have over 15years work experience. Most of the respondents have between 1-5years of work experience. Also, there are 44 M.SC and M.BA holders (22.1 per cent), 130 HND/BSc holders (65.3 per cent), 18 are SSCE holders (9.0 per cent), in the sample and 7 have other qualifications (3.6 per cent). The respondents have high HND/BSc educational qualifications. Again, out of the one hundred and ninety-nine (199) respondents, 6 (3.1%) are 51 years and above, 19 (9.5%) are between 41 and 50 years of age, 98 (49.2%) are between 31

and 40 years, and 76 (38.2%) are between 21 and 30 years. most of the respondents are between the age of 31 and 40 years. More importantly, out of the 199 respondents, 6 (3.0%) are employees in the artisan industry; 69 (34.7%) are employees in the service industry; 101 (50.38%) are employees in manufacturing industry while 23 (11.5%) do not specify their industry. We have more of manufacturing industry employees as respondents in the sample.

Table 4.2: Frequency Distribution of the Respondents' Demographic Characteristics

Characteristics	Category	Frequency	Percentage	Cumulative percent
GENDER	Male	135	67.8	67.8
	Female	64	32.2	100.0
MARITAL STATUS	Single	70	35.2	35.2
	Married	119	59.8	95.0
	Others	10	5.0	100.0
WORK EXPERIENCE	1-5 years	99	49.7	49.7
	6-10 years	80	40.2	89.9
	11-15 years	16	8.0	97.9
	Over 15 years	4	2.1	100.0
INDUSTRY	Manufacturing	101	50.8	50.8
	Service	69	34.7	85.5
	Artisan	6	3.0	88.5
	Others	23	11.5	100.0
EDUCATIONAL QUALIFICATION	SSCE	18	9.0	9.0
	HND/BSC	130	65.3	74.4
	MSC/MBA	44	22.1	96.5
	Others	7	3.6	100.0
AGE	21-30	76	38.2	38.2
	31-40	98	49.2	87.4
	41-50	19	9.5	96.9
	above 50	6	3.1	100.0

Source: Author's Fieldwork Computation, 2018

Descriptive Statistics of the Respondents’ Perceptions

The descriptive statistics of the respondents’ perceptions is presented in table 2 below. Concerning Operation Budget (OB), from 199 respondents; the range of (OB) is from 2 to 5 points, with a mean of 4.36 and standard deviation of 0.40, the respondents, on average, strongly agreed with questions on (OB). Concerning Static Budget (SB), we have information from 199 respondents; the range of Static Budget (SB) is from 1 to 5 points, with a mean of 4.37 and standard deviation of 0.52, the respondents are, on average, strongly

agreed with questions on Static Budget (SB). Concerning Learning Effectiveness, we have information from 199 respondents; the range of Learning Effectiveness is from 1 to 5 points, with a mean of 4.42 and standard deviation of 0.40, the respondents, on average, strongly agreed with questions on Learning Effectiveness. Concerning Competitive Advantage (CA), we have information from 199 respondents; the range of (CA) is from 1 to 5 points, with a mean of 2.78 and standard deviation of 0.60, the respondents, on average, agreed with questions on Competitive Advantage.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OPERATION BUDGET	199	2.00	5.00	4.3631	.39540
STATIC BUDGET	199	1.00	5.00	4.3756	.52216
LEARNING EFFECTIVENESS	199	1.00	5.00	4.4234	.38365
COMPETITIVE ADVANTAGE	199	1.00	5.00	2.7877	.56505
Valid N (list wise)	199				

Source: Author’s Fieldwork Computation, 2018

The hypotheses of the study are: (1) Operation Budget and Static Budget does not significantly affect Learning Effectiveness; (2) There is no significant relationship between Operation Budget, and Static Budget on Competitive Advantage. To investigate these hypotheses and arrive at the objectives of the research, multiple regression analysis was used. Multiple regression is centered on correlation but permits a more advanced evaluation of the interrelationship amongst a set of variables. It creates a number of assumptions about the data which are normality that believed that the dependent variable is naturally distributed (i.e. Learning and Development Outcomes), multicollinearity that believed that the independent variables (Operation Budget and Static Budget) are not well

interrelated, also Homoscedasticity which believed that the variation amongst observations is equal and linearity which believed that the connection existing between dependent and independent variables is linear.

Test of Normality

A normal curve can be portrayed to test for normality of the dependent variable (i.e. Learning Effectiveness and Competitive Advantage). Fig 1 to 2 presents a normal curve of Learning and Development Outcomes scores. Most of the parametric statistics presumes that the scores on each of the variables are naturally distributed (i.e. follow the shape of the normal curve). In this study, the scores are reasonably normally distributed, with most scores appearing in the Centre, narrowing out towards the edges.

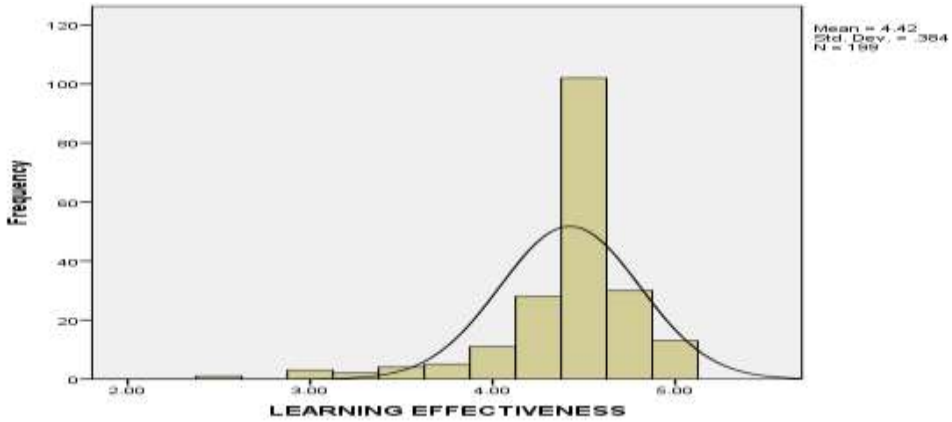


Fig 1: Histogram of Perceived Learning Effectiveness Scores
Source: Author’s Fieldwork Computation, 2018

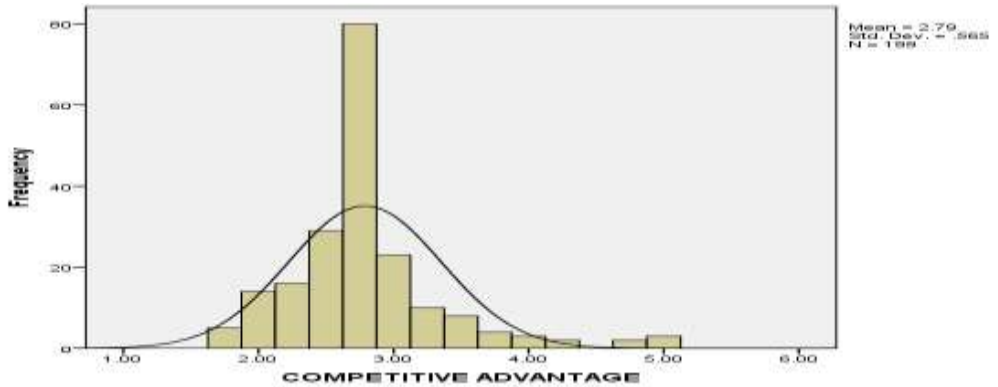


Fig 2: Histogram of Perceived Competitive Advantage scores
Source: Author’s Fieldwork Computation, 2018

To check for multicollinearity, bivariate correlation was performed in Table 3 below. In the table, the highest correlation was 0.470. It shows little

multicollinearity problem among Training Budget variables (Operation Budget and Static Budget). Thus, all the variables were maintained.

Table 4: Correlation among Training Budget Variables

		OPERATING BUDGET	CASHFLOW BUDGET	STATIC BUDGET
OPERATION BUDGET	Pearson Correlation	1	.451**	.438**
	Sig. (2-tailed)		.000	.000
	N	199	199	199
STATIC BUDGET	Pearson Correlation	.438**	.470**	1
	Sig. (2-tailed)	.000	.000	
	N	199	199	199

Source: Author’s Fieldwork Computation, 2018

Test of Homoscedasticity and Linearity for Hypothesis one

A scatter plot was generated to test for homoscedasticity and linearity of the relationship between dependent variables (i.e. Learning Effectiveness and Competitive Advantage) and

independent variables (i.e. Operation Budget and Static Budget). Fig. 3 and 4 depict the outcome of the scatter plots. From the outcome below, there shows to be a balanced, positive correlation among the variables.

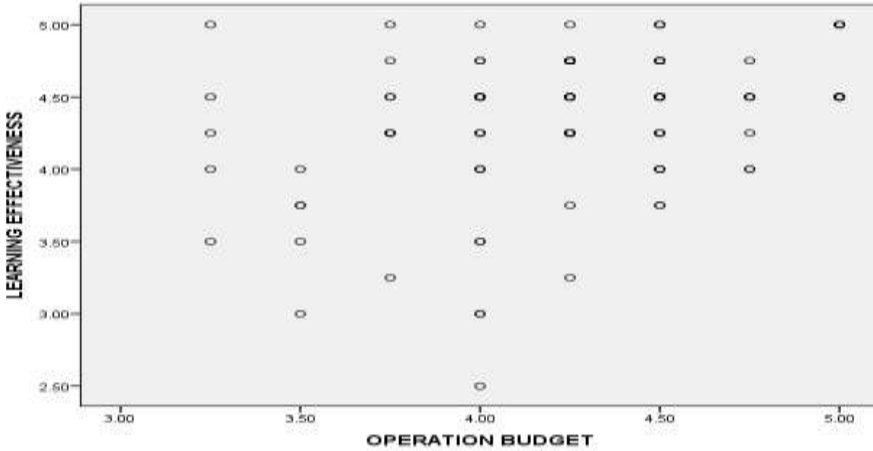


Fig 3: Scatter Plot of Perceived Operation Budget and Learning Effectiveness Scores
Source: Author’s Fieldwork Computation, 2018

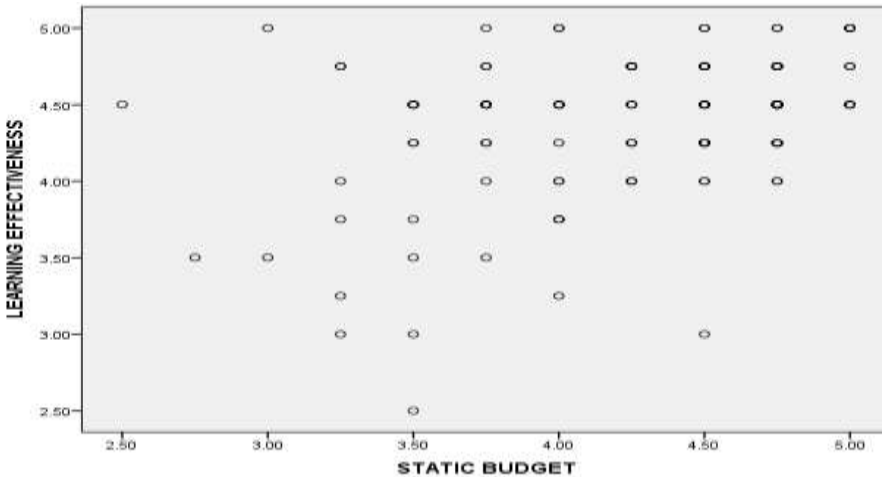


Fig 4: Scatter Plot of Perceived Static Budget and Learning Effectiveness Scores
Source: Author’s Fieldwork Computation, 2018

Test of Hypothesis One

H_{01} : Operation Budget and Static Budget do not significantly affect Learning Effectiveness. Standard

multiple regression was used to discover the outcomes of Operation Budget and Static Budget on Learning Effectiveness. Initial analyses were

done to make sure there is no violation of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as

contained in Table 4, ANOVA, shows that the F-test was 14.853, significant at 5 percent [$p < .000$]. This showed that the model was well specified.

Table 4 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.421	3	1.807	14.853	.000 ^b
	Residual	23.723	195	.122		
	Total	29.144	198			
a. Dependent Variable: Learning Effectiveness						
b. Predictors: (Constant), Static Budget, Operation Budget						

Source: Author’s Fieldwork Computation, 2018

Also, the result of regression as contained in Table 5: Model Summary, shows that the R Square gave a large value of 18.6 per cent. This denotes that

the model (which includes Static Budget and Operation Budget) explained about 18.6 per cent of the variance in perceived Learning Effectiveness.

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 ^a	.186	.173	.34879
a. Predictors: (Constant), Static Budget and Operation Budget				

Source: Author’s Fieldwork Computation, 2018

Particularly, the result of regression as contained in Table 6 Regression Coefficients, tests the first hypothesis of this study. From the output below, there was positive relationship between perceived Operation Budget and perceived Learning Effectiveness such that a unit rise in Operation Budget scores caused about .212 unit increases in perceived Learning Effectiveness scores which was statistically significant at 5 per cent with the aid of the p value (0.004). Based on the result, the null hypothesis is rejected; thus, there was

positive relationship between Learning Effectiveness and Operation Budget. Additionally, there exist a positive relationship between perceived Static Budget and perceived Learning Effectiveness such that a unit increase in perceived Static Budget scores induced about .195-unit rise in perceived Learning Effectiveness scores which was statistically significant at 5 per cent going by the p value (0.001). Based on the result, the null hypothesis is rejected; thus Static Budget affected Learning Effectiveness.

Table 6 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.523	.303		8.328	.000
	OPERATION BUDGET	.212	.073	.218	2.888	.004
	STATIC BUDGET	.195	.056	.265	3.466	.001

a. Dependent Variable: Learning Effectiveness

Source: Author’s Fieldwork Computation, 2018

Test of Homoscedasticity and Linearity for Hypothesis Two

From the output below, there appears to be a moderate, positive correlation among the variables. Respondents that are highly affected by Operation Budget and Static Budget experience low levels of Competitive Advantage. On the other hand, firms that are less affected by

Operation Budget and Static Budget have high levels of Competitive Advantage. There is no indication of a curvilinear relationship (test of linearity) and the scatter plot shows a fairly even cigar shape along its length (test of Homoscedasticity). See Fig 5 and 6 respectively.

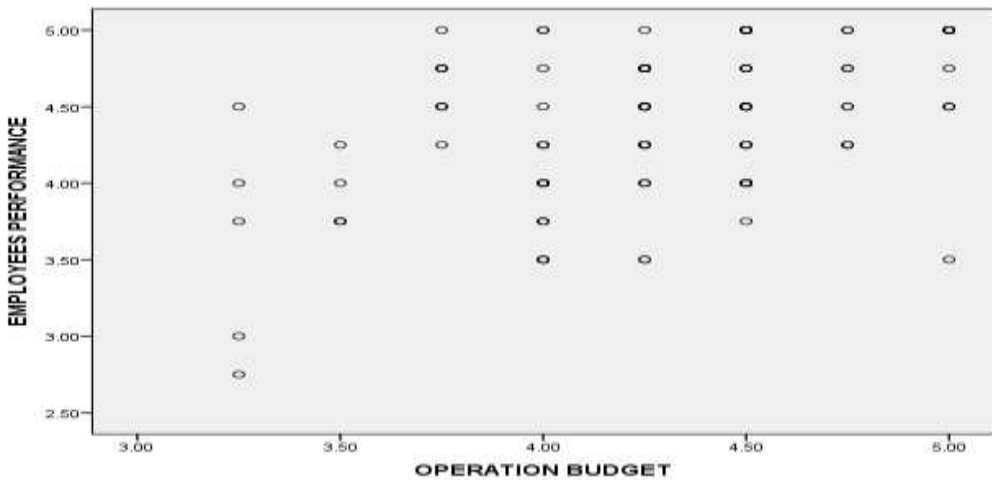


Fig 5: Scatter Plot of Operation Budget scores and Competitive Advantage Scores

Source: Author’s Fieldwork Computation, 2018

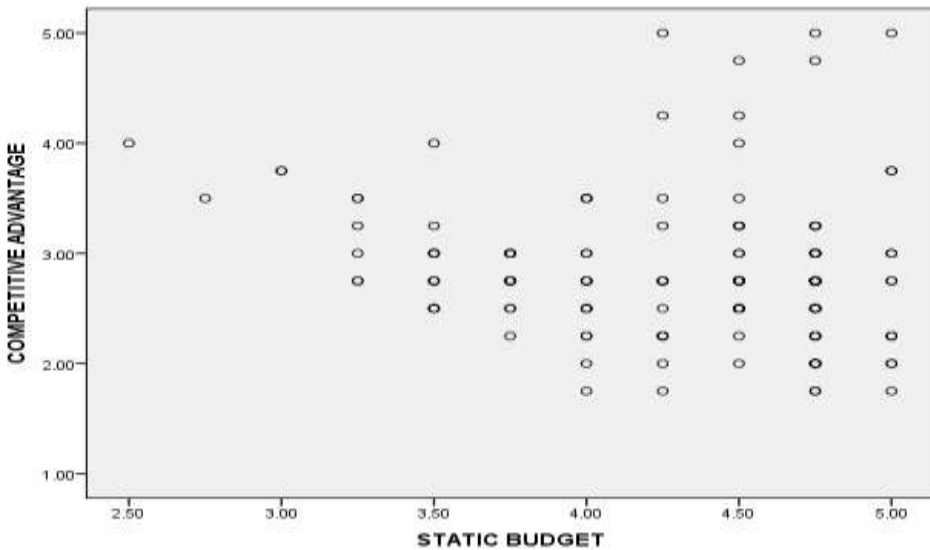


Fig 6: Scatter Plot of Static Budget scores and Competitive Advantage Scores

Source: Author’s Fieldwork Computation, 2018

Test for Hypothesis Two

H₀₂: Operation Budget and Static Budget does not significantly affect Competitive Advantage. Standard multiple regression was adopted to investigate the effects of Operation Budget and Static Budget on Competitive Advantage. Preliminary analyses were done to ensure no

contravention of the assumptions of normality, Multicollinearity, homoscedasticity and linearity. The result of regression as contained in Table 7: ANOVA, shows that the F-test was 3.828, significant at 5 percent [p<.011]. This showed that the model was well specified

Table 7 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.516	3	1.172	3.828	.011 ^b
	Residual	59.702	195	.306		
	Total	63.217	198			
a. Dependent Variable: Competitive Advantage						
b. Predictors: (Constant), Static Budget, Operation Budget						

Source: Author’s Fieldwork Computation, 2018

Also, the result of regression as contained in Table 8: Model Summary, shows that the R Square gave a value of 5.6 per cent. This means that the model

(which includes Operation Budget and Static Budget) explained about 5.6 per cent of the variance in perceived Competitive Advantage.

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 ^a	.056	.041	.55332
a. Predictors: (Constant), Static Budget, Operation Budget,				

Source: Author's Fieldwork Computation, 2018

Specifically, the result of regression as contained in Table 9 Regression Coefficients, tests the third hypothesis of this study. From the output below, there was no positive relationship between perceived Operation Budget and perceived Competitive Advantage such that a unit increase in Operation Budget scores caused about .214-unit fall in perceived Competitive Advantage scores which was statistically not significant at 5 per cent with the aid of the p value (0.069). Based on the result, the null hypothesis is accepted; thus,

Operation Budget did not affect Competitive Advantage. Finally, there was negative relationship between perceived Static Budget and perceived Competitive Advantage such that a unit rise in perceived Static Budget scores induced about .115-unit fall in perceived Competitive Advantage scores which is statistically not significant at 5 per cent going by the p value (0.084). Based the result, the null hypothesis is accepted; thus, there was no relationship between Static Budget and Competitive Advantage

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Table 9 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.274	.481		8.892	.000
	OPERATION BUDGET	-.214	.116	-.150	-1.842	.067
	STATIC BUDGET	-.155	.089	-.143	-1.735	.084

a. Dependent Variable: Competitive Advantage

Source: Author’s Fieldwork Computation, 2018

Discussion of Findings of Hypothesis One

The findings of this research have shown a positive relationship between operations budget and learning effectiveness such that learning effectiveness is affected by operations budget. Operation budget is the annual budget of an activity stated in terms of budget classification code, functional

categories and cost accounts. It contains estimates of the total value of resources required for the performance of operations (Myers, 2004). In conclusion, the findings have shown that operation budget affected the degree at which learning outcomes is being achieved and the effectiveness of learning programs adopted by the organization. In other words, this

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research finding is tangential to past findings of scholars that have discovered that operation budget has the tendencies to affect learning effectiveness.

Discussion of Findings of Hypothesis Two

The outcome of this study is in consonance with the views of Owens (2006) which emphasizes the fact whether organizations cut down training budget or maintains a static budget, they still sponsor programs that are essential to recession and prepare for economic recovery which in turns does not affect their competitive advantage. Based on this findings, there is no relationship between static budget and competitive advantage that is whether the organizations increase or decrease the amount spent on learning and development or whether they maintain the same training budget as in the previous year, it does not affect affects the organizations competitive advantage. In conclusion, this research finding resonates with previous researches have discovered that there is no relationship between static budget and competitive advantage.

Empirical Findings from the Study

- i. This research realized that there is a significant relationship between operation budget and learning effectiveness which is in consonance to past research by Kraiger et al. (2004) where he discovered that learning should be accountable like other investments in order for it to be regarded as an investment. As a result, employers

neglect the training programs completely and this affect learning effectiveness. In other to ensure learning effectiveness, Shittu (2012) posited that apart from the workshop and seminar organized by organizations, employees are in need of other attributes which employers emphasize, such as good personal and social skills, analytical skills, good communication skills, technical and managerial skills, etc.

- ii. In consonance with the findings of Owens (2006) which explain the fact that whether organizations reduce or maintain their training budget they still engage in programs that will boost their competitive advantage. Based on this result, adopting a static budget does not affect competitive advantage that is whether the organizations increase or reduce the money spent on learning and development or whether they maintain the same training budget as in the previous year, it doesn't affect the firms competitive advantage.

Conclusion and Recommendations

Today, many organizations are facing a major issue in offering high quality learning and development in an environment governed by limited resources in terms of budget, equipment, qualified manpower and learning time. Cost effective and efficient solutions are to be found in order to overcome the tight situations. This research concludes that economic meltdown has not too many effect on

learning and development outcomes of human capital in Nigeria. The study also concludes that learning and development outcomes is influenced by the level of economic recession that is existent at the period. Finally, it is being said that economic forces are squeezing growth potential but HR can unlock a prosperous future and this leads to the following recommendations for firms as thus;

- i. The findings have established the significance of learning and development amongst entrepreneurial firms. It is therefore required that entrepreneurial firms should not only establish their businesses but they should also invest in their employees learning and development. In addition, the global competitiveness in the economy hinges on effectively and efficiently training of employees

that would culminate in favorable consequences.

- ii. The result of this study have shown the importance of learning cum development outcomes in a recessive economy and examining how it relates to human resource professional. Human resource professionals in organizations are expected to air the views of employees to the board of directors as regards learning and development in other to meet with the world best practice in human resources. Human resource professionals in top organizations should also ensure employees are trained from time to time, ensure the required training are the ones given to the employees and highlights the result of employees training and development to the top management.

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The Role of Cooperative Societies in Micro-Business Development in Benin City, Nigeria

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Abstract: The study is an empirical investigation on the role of corporative societies in the development of micro-businesses which has received much consideration and attention from academics in different industries and countries. Despite several studies on the relationship between the activities of corporative societies and micro-business development, the researchers are not aware of any study on the relationship between corporative societies and micro-business development in Benin City, Nigeria. This study is intended to fill this identified gap. In pursuance of this, we constructed a model of four roles of corporative societies to micro-businesses development and empirically evaluated it using Nigerian samples. The dependent variable identified in the model was micro-business development which is expressed through acquisition of business assets, ownership of business and business expansion/profitability and while the independent variables was corporative society using four dimensional roles (access to fund, low interest rate, promotion of savings, and bulk purchases for members). To test the four dimensional roles, the survey research methods was adopted using the questionnaire as data collecting instrument which were administered on a sample of 500 micro-business owners in Benin metropolis. The data collected for the variables of the model were subjected to multiple regression and analysis of variance (ANOVA). The result indicates that; role of corporative society in terms of access to fund, low interest rate, promotion of savings, and bulk purchases for members were all positively related to micro-business development in Benin-City. We therefore, recommended that government will continue to support and encourage the formation of corporative societies and young entrepreneurs should

also be encouraged to join corporative societies in order to develop and expand their businesses.

Keywords: Corporative Societies, Micro-business, Development, Benin-City

Introduction

Small businesses have been widely acknowledged as the spring board for sustainable economic development all over the world, unfortunately, accessing capital for new entrepreneurial pursuit especially at the micro level has not always been an easy task in Nigeria. One of the identified problems of micro-business development in Nigeria is lack of access to fund amongst others. Cooperative societies are seen as a very veritable tool in addressing this identified problem. A cooperative have been defined as an association of people who are voluntarily united to meet their common cultural, social and economic needs and aspirations through a joint effort and a democratically controlled enterprise (Ogunbameru, Okeke, & Idrisa, 2010). Cooperative societies play important role in micro-business development through granting of loan at a very low interest rate to entrepreneurs who belong to the society and also give them access to cheap raw materials through bulk purchasing at a much reduced price (Alufohai, 2006). In addition, cooperative societies assist their member in the acquisition of land payable on instalemental basis and train their member in the acquisition of various entrepreneurial skills. Despite some studies on cooperative societies and development of small and medium scale enterprises in Nigeria (Alufohai, 2006; Adekunle & Henson, 2007; Ogunbameru, Okeke, & Idrisa, 2010) Which indicated that cooperative

societies have been instrumental to the development of small and medium scale enterprises, we are not aware of any study on the role of cooperative societies in the development of micro-business development in Benin City, Nigeria. Hence, this study is intended to bridge this gap in knowledge.

Research Hypotheses

The research hypothesis relevant to this study was:

Ho: The role of cooperative societies has no significant effect on micro-business development in

Benin-City

Ha: The role of cooperative societies has significant effect on micro- business development in

Benin-City

Literature Review

The Concept of cooperative Society

A co-operative society is a made up of individuals who has common needs and voluntarily unit by contributing their resources to achieve their common cultural, social and economic interest (Agbasi, 2010). The main objective of cooperative society is to provide support to the members through the principle of self-help and mutual help. This is achieved with individuals coming together to form group, pooling their resources and utilizing such resources in the best possible manner, such that common benefits are derived from it (Ebi, 2000). Tanzania Federation of Cooperatives (2014) stated that cooperative society as a group of people

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work together voluntarily to meet their common cultural economic and social needs by jointly owning and democratically controlling a venture. Cooperative Society has also been defined as an association of persons who voluntarily contribute their resources to achieve a common objective (Ebonyi & Jimo, 2002). They are democratically controlled by ensuring equitable contributions to the capital required by all members and accepting a fair share of the risk and benefits of the undertakings. Cooperatives can be found in all countries of the world. Their activities covers a wide range of sectors which include; agriculture, fishery insurance, forestry, banking and finance electricity, construction, manufacturing, mining housing, transport, trade and a wide range of social services (Nwankwo, Ewuim & Asoya, 2012). They help in creating employment opportunities, improve the income of its members which in turn lead to reduction of poverty (Nwankwo, Ewuim & Asoya, 2012). Cooperative society assist individuals who desires to start a new business as well as small and medium scale business entrepreneurs who intend to expand their businesses and to better their socio-economic life (Agbasi, 2010).

The concept of Micro-Business

There is no precise or universally accepted definition of micro-business because of the subjective classification of business into micro, small and medium scale enterprises. The definitions also vary between countries and between continents (Egbugu,

2003). According to Carpenter (2003), major criteria used in the definition of micro, small and medium enterprises SMEs could include various combinations of the following: Number of employees, financial strength, sales value, relative size, initial capital outlay or value of annual turnover. However, The International Labour Organisation (ILO, 1999) defines micro enterprises as those having 1-10 employees and small scale enterprises as those having 11-50. In Nigeria, At the 13th Council meeting of the National Council on Industry held in July, 2001 Micro business Enterprise was defined by the Council as an industry with capital not more than N1.5million including working capital but excluding cost of land and/or a labour size of not more than 10 workers (National Council on Industry, 2001). Micro-business can be classified as a business that is relatively small in size, engages local workers and produces in small quantities. It does not have branches and are often managed by the owner or members of his family. The ease of starting a small business generally makes it attractive to low income and less opportune persons. However, one of the major constraint to their initial start-up and growth is lack of finance and inadequate technical skills (Moses & Adebisi, 2013). Micro-businesses play a vital role in improving the economy of any country. According to Ogunrin and Adekunle (2017), micro-businesses in Nigeria provide opportunity for poverty eradication, this is achieved through the four dimensions of decent work which include; labour market security, employment security,

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work security and representation security. Olugboyega (2017) stated that entrepreneurial creativity and innovation of operators of micro-businesses has brought about a revolutionary economy which have not only helped in improving the entrepreneurship activities but have also played an important role in a nation's economy.

Cooperative Societies and Financing of Micro-Business

Financing of small businesses is one of the most important factors that determine the survival and growth of small enterprises (Moses, 2010). Unfortunately, small businesses in Nigeria suffer from the dearth of funding as they are not able to meet the requirement of obtaining fund from the orthodox financial institution (Mambula, 2002). Access to finance not only allows small business to be established but also to undertake productive investment in expanding their business and to acquire the latest technologies which ensures their competitiveness and its survival. Cooperative societies have shown to be the future funding option for micro-business start-ups, this is because, their informality and accessibility attempt to fill some of the gaps which the orthodox financing options like the banks cannot provide.

Cooperative Societies and Starting a New Business

Umeje (2003) noted that industrial or production cooperative societies are organized by individuals who engage in specialized in different types of skills such as carpentry, painting, tailoring,

panel beating and plumbing. Members of the same skills come together to mobilize funds needed for their business investment and expansion (Umeje, 2003). Nigeria, cooperative organizations are also engaged in the collection of savings from weekly wage earners in cities and towns, the selling of foodstuffs, and the erection of shops for its members (Ebi, 2014).

Cooperative Societies and Bulk Purchasing for Members

Cooperative societies are known to bring about low prices of goods. Goods are bought directly from manufacturers at factory prices and sold to members at controlled prices thereby making their selling prices to be lower than the operating prices in the open market. (Effiom, 2014). Nigerian National Supply Company (NNSC) is distributed through consumer cooperatives. In addition, the cooperative provides avenue through which the masses may be involved in the production and distribution of goods and services. The participation of the masses in the economy of their country, Osagie (1976) argues, should lead to social peace and harmony. In other words, the involvement of a reasonably large proportion of the Nigerian business cadre in the equitable distribution of goods and services through the agencies of cooperative organizations should go a long way in ensuring hope, trust, confidence, justice and security within the Nigerian populace and society.

Empirical Review

Oluyombo (2013) investigated the role of cooperative societies and standard of living of people in Ogun State. He

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found that cooperative societies contribute positively to standard of living because the cooperative loan was used to acquire generators, televisions and radios. Most of the generators were used to establish micro-businesses

Adekunle and Henson (2007) also investigated the effect of cooperative thrift and credit societies on personal agency belief in Osun state, Nigeria. The study found that cooperative thrift and credit societies were useful in promoting entrepreneurship development in Osun State, Nigeria.

Alufohai (2006) examined the sustainability rates of co-operatives and NGOs in farm credit delivery in Edo and Delta states in Nigeria. The study selected 100 organizations from a comprehensive list provided by ministry of commerce and industry and corporate Affairs Commission. The study revealed that cooperative societies were more likely to sustain the credit delivery function than the NGOs, however, he recommended that there was the need to improve the capital formation rate of cooperative societies if they are to continue to sustain the credit delivery function.

University of Wisconsin Centre for Cooperatives in (2002) carried out a study on economic impact of cooperatives in the state of Wisconsin. The study found out that most significant economic boom in the State was as a result of the activities of cooperative societies

Kareem, Arigbabu, Akintaro, and Badmus (2012) carried out a study on the impact of cooperative society on capital formation in Ijebu- Ode, Ogun

State, Nigeria. They found that cooperative society empowered their members to own their own business. This is as a result of increase in co-operators capital formation due to credit facilities granted to members at a very low interest rate. They further opined that cooperative societies help in improving member's business entrepreneurial skills as well as helping in poverty alleviation of its members.

Research Methodology

The study adopted a descriptive survey design which is suitable for investigating a large population where element of sampling is required. The research population comprised of micro-business owners that are operational in Benin metropolis which comprises of Egor, Ikpoba-Okah, Oredo and part of Ovia North Local government area of Edo State. A sample size of 500 micro-business owners in the Benin metropolis was selected using a purposive sampling technique. Purposive sampling technique was used to identify micro-business owners who are members of cooperative society before administering the questionnaire. The sampling ensured that the four local government areas (LGA) in Benin metropolis were fully represented by selecting 125 micro-business owners from each of the L.G.A. The research instrument is the questionnaire designed for the measurement of roles of cooperative societies and micro-business development in Benin City. The researchers constructed a 5-item variable which were scored on a 5-point Likert-type scale ranging from 'strongly agreed' to 'strongly disagree'. These

items help in generating statistical measurements of the subject matter under investigation. Questionnaires was distributed by the researchers and four trained research assistants who administer questionnaire personally to micro-business owners in the various Local Government Areas under study. The purpose of the structured questionnaire was made known to the respondents in order for them to provide factual information. Content validity of the instrument was ensured by the opinions of the professors and experts in the field of cooperative management and entrepreneurship studies. Reliability of the instrument was determined through Cronbach’s alpha coefficient. This method is used to calculate internal consistency of the measurement tool which measures different features. The reliability analyses shows that the

overall Cronbach coefficient alpha (α) for the items related to the construct are access to fund .80, low interest rate .75, Promotion of savings .84 and bulk purchasing .74. The high values of Cronbach’s alpha test indicated that the reliability, dependability, and predictability of measurement were high enough for the study

Operational Framework

The operational framework, as shown in figure 1 below, was developed as a guide for the study. The research variables are role of cooperative societies (predictor variable) with its four dimensions as access to fund, low interest rate, Promotion of savings and bulk purchasing while micro-business development was measured by acquisition of business assets, ownership of business and business expansion/profitability.

ROLE OF COOPERATIVE SOCIETIES

MICRO-BUSINESS DEVELOPMENT

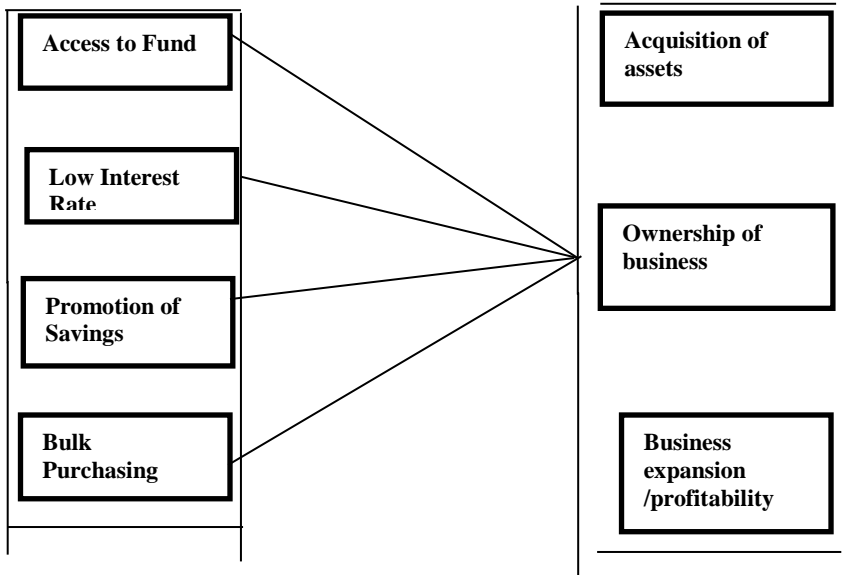


Fig 1. Four dimensional roles of cooperative societies

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Our model in figure 1 assumes two main constructs relationships and defines the determinants of roles of cooperative societies with an outcome. The main relationships in the model posit role cooperative societies with four dimensions (Access to fund, low interest rate, promotion to savings and bulk purchases) with an outcome of micro-business development (acquisition of assets, ownership of business and business expansion/profitability). The model is specified as $CS = a_0 + b_1Af + b_2Li + b_3Ps + b_4Bp + e$. Where; CS= cooperative societies; Af = Access to fund; Li = low interest rate; Ps = Promotion of savings; Bp = Bulk purchases; a_0 = a constant; b_1, b_2, b_3, b_4 = coefficient of the appropriate research variables; $b_1, b_2, b_3, b_4, b_5 > 0$; e = error term.

Data Analysis

The summary of respondents’ opinion on appendix A shows that easy access to fund has an average index of 4.15 out of the maximum of 5; interest rate has an

average index of 4.27 out of the maximum of 5; daily/weekly/monthly contribution has an average index of 4.19 out of the maximum of 5; bulk purchases has an average index of 4.19 out of the maximum of 5. This is a strong indication that the four dimensional roles of cooperative societies has contributed immensely to micro-business development in Benin City.

Testing of Hypothesis

The Hypothesis states that there is no significant relationship between role of cooperative societies and micro-business development

Role of cooperative societies in our model is made up of four dimensions (Access to fund, low interest rate, promotion of savings and bulk purchases) with an outcome of micro-business development. Hence, a multiple regression analysis was used to determine the relationship between these dimensions and micro-business development as shown below on Table 1

Table 1: Regression Analysis on Relationship between role of cooperative societies and micro-business development

VARIABLES	CONSTANT	COEFFICIENT (t)	ADJ R ² (%)	F	SIG.
Access to Fund	-.478	.285(6.977).	.821 (61.1)	588.65	.000
Low interest rate	-.464	242(4.134)	.711 (53.1)	465.32	.000
Promotion of savings	-.473	.283(5.468)	.813 (64.1)	521.54	.000
Bulk purchases	-.461	.232(4.913)	.722(65.8)	442.35	.000

t values are shown in parentheses. P<0.05

Table 2 :Summary of analysis of role of cooperative societies and micro-business development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.872	.856	3.76658

a. Predictors: (Constant), Access to fund, Low interest rate, Promotion of savings, Bulk purchases

R square = .872, Adjusted R Square = .856, $p < .05$

Table 3: ANOVA of role of cooperative societies and micro-business development

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14045.254	4	2807.969	399.875	.000 ^a
Residual	7670.726	496	12.973		
Total	18894.758	491			

a. Predictors: (Constant), Access to fund, Low interest rate, Promotion of savings, Bulk purchases

b. Dependent variable: Micro-business development

$\alpha = .05$, $F = 399.875$, $P = .000$, $P < .05$

The analysis of the relationship between role of cooperative societies and micro-business development in Table 1 shows that the four dimensions cooperative role was significantly related to micro-business development. The combinations of access to fund, low interest rate, promotion of savings and bulk purchases have a positive and significant relationship with micro-business development at $p < .05$. The F values of 399.875 also signify that all the independent variables when combined explained a significant degree of micro-business development.

Furthermore, Table 3 shows an F value of 399.875.764 and a P value of .000. Testing at an alpha level of .05, the P value of .000 is less than the alpha level. Hence $P < .05$, the null hypothesis which

states that there is no significant relationship between role of cooperative societies and micro-business development is rejected. Consequently, there is a significant relationship between role of cooperative societies and micro-business development. This means that cooperative societies have a great influence in micro-business development.

In addition, the result, presented in Table 2 also shows support that the role of cooperative societies is positively related to micro-business development. Further, an R-square ($R^2=0.872$) indicates that 87.2% of role of cooperative societies was explained by micro-business development.

Discussion of Findings

Our findings revealed that the four dimensional roles of cooperative societies; access to fund, low interest rate, promotion of savings and bulk purchases were of crucial importance in the development of micro-businesses. The role of cooperative societies accounted for 87.2% of by micro-business development in Benin City, Nigeria. This confirms the study of Alufohai (2006); Adekunle and Henson (2007); Kareem, Arigbabu, Akintaro, and Badmus (2012); Oluyombo (2013) findings that there is a positive relationship between role of cooperative societies and micro-business development cooperative societies, therefore, has to be considered as one of the most desirable tools in the development of micro-businesses.

Conclusion and Recommendations

The study was aimed at ascertaining the roles of cooperative societies and micro-business development in Benin City, Nigeria. The study considered four dimensional roles of Role of cooperative societies (Access to fund, low interest rate, promotion of savings

and bulk purchases) as our independent variables and three dimensions of micro-business development (acquisition of assets, ownership of business and business expansion/profitability) as our dependent variables. Analysis was done using multiple regression and analysis of variance (ANOVA). It was found that the four dimensions of role of cooperative societies (Access to fund, low interest rate, promotion of savings and bulk purchases) was significantly related to three dimensions of micro-business development (acquisition of assets, ownership of business and business expansion/profitability). Based on the research analysis, the study concludes that cooperative societies are significantly related to micro-business development in Benin City, Nigeria. In view of our findings, we recommend that government should continue to support and encourage the formation of corporative societies and that young entrepreneurs should be encouraged by institutions and government to join corporative societies in order to develop and expand their businesses.

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Appendix a

Summary of Respondents Opinion on the Role of Cooperative Societies and Micro-Business Development

Please answer each question on the following scale ranging from very strongly agreed (SA) to strongly disagree (SD). Tick appropriately from the option(s)

S/N	Variables	Options		IDEX			
	Relationship between access to borrowing from cooperative society and micro-business development in Benin City.	SA	A	U	D	SD	
1	I have easy access to borrowing from my cooperative in Benin City.	204 40.8%	223 44.6%	27 5.4%	20 4%	26 5.2%	4.11
2	My cooperative society is effective in terms of loan delivery to micro-businesses in Benin City.	206 41.2%	226 45.2%	20 4%	26 5.2%	22 4.4%	4.14
3	Cooperative loan system is easy which enable me to invest and meet my financial needs.	225 45%	212 42.4%	22 4.4%	21 4.2%	20 4%	4.20
4	Loan repayment period is long enough and adequate for complete refund to be made.	210 42%	225 45%	21 4.2%	20 4%	24 4.8%	4.14
	Total Weighted Index						4.14
	Relationship between low interest rate by cooperative society and micro-business development in Benin City.	SA	A	U	D	SD	
5	Interest on loan is low and justifiable compared to banks and money lenders.	234 46.8%	186 37.2%	32 6.4%	30 6%	18 3.6%	4.18
6	Methods of loan repayment is flexible, easy to meet and does not allow accumulation of loan repayment	202 40.4%	210 42%	50 10%	24 4.8%	14 2.8%	4.12
7	Access to loan without collateral except personal guarantee of members make it easy to access loan.	222 44.4%	205 41%	27 5.4%	22 4.4%	24 4.8%	4.71
8	I consider cooperatives low interest rate as economically beneficial to me.	210 42%	196 39.2%	34 6.8%	28 5.6%	32 6.4%	4.05

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	Total Weighted Index						4.27
	Relationship between daily/weekly/monthly contribution and micro-business development in Benin City.	SA	A	U	D	SD	
9	Cooperative society's daily contribution helps me in accumulating my financial capital needed for a business.	236 47.2%	216 43.2%	10 2%	22 4.4%	16 3.2%	4.27
10	Daily contribution helps me to invest in a new business.	200 40%	222 44.4%	30 6%	34 6.8%	14 2.8%	4.12
11	Daily contribution help enhance the expansion of my current business.	208 41.6%	220 44%	20 4%	32 6.4%	20 4%	4.13
12	Compulsory savings helps to inculcate saving habit into my business.	280 56%	140 28%	24 4.8%	30 14.3%	26 25.7%	4.24
	Total Weighted Index						4.19
	Relationship between bulk purchases of commodities for member of cooperative and micro-business development in Benin City.	SA	A	U	D	SD	
13	My participation in cooperative annual loan scheme has led to the acquisition and increase of my business assets.	194 38.8%	246 49.2%	18 3.6%	20 4%	22 4.4%	4.14
14	My participation in cooperative yearly loan scheme has led to changes in my business development associated with profitability.	200 40%	220 44%	32 6.4%	30 6%	18 3.6%	4.11
15	My participation in cooperative yearly loan scheme has led to my ownership of household assets.	228 45.6%	216 43.2%	32 6.4%	14 2.8%	10 2%	4.28
16	Dividends are given to me as declared by the executives yearly encourages me to save and invest in my business.	213 42.6%	234 46.8%	20 4%	18 3.6%	15 3%	4.22
	Total Weighted Index						4.19
	Cooperative societies and micro-business development						
17	Membership of cooperative society has enable me to acquire assets for my business	202 40.4%	164 32.8%	30 6%	57 11.4%	47 9.4%	3.83
18	Membership of cooperative society has enable me to own a business venture	192 38.4%	166 33.2%	40 8%	60 12%	42 8.4%	3.81
19	Membership of cooperative society has enable me to expansion my business	210 42%	222 44.4%	22 4.4%	26 5.2%	20 4%	4.15
20	Membership of cooperative society has enable me to make more profit from my business	204 40.8%	170 34%	42 8.4%	50 10%	34 6.8%	3.92
	Total Weighted Index						3.93



Entrepreneurial Intention among Nigerian Undergraduates: A Sociological Investigation of South-West Universities

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Abstract: The Fourth Industrial Revolution (4IR) is designed to challenge the old order and create a new form of social relationship and one of its tools are disruptive innovations that are designed to cause loss of employment as a result of automation that comes with disruptive technologies. In expectation of the massive retrenchment of workers, it is highly expected that youths (students) shifts away from the old belief of education for employment to self-employment. More so, an evaluation of unemployment in the country coupled with the adversities of poverty, crimes, corruption deposited into the sub-Saharan African make studying Entrepreneurial Intention (EI) cogent as the literature has affirmed that a high EI leads to enterprise creation. We, therefore, set out to determine the rate of EI amongst students of some selected universities in South-West, Nigeria and we utilized the philosophies of Theory of Planned Behaviour and Rational Choice Theory which influenced the construction of an EI Cognitive & Contextual Framework. The research design was exploratory, while the mixed method of data collection was adopted and data were generated through 403 questionnaires and 32 IDIs' across four universities in a six-stage multi-stage sampling method. Amongst the variables that were tested, findings depicted that subjective norm is insignificantly related to EI ($r=.141$; $\beta=-.049$). We, therefore, recommended that for Nigeria to record internationally recognized disruptive entrepreneurial innovations, it need to significantly

increase her students' EI and create a friendly atmosphere for the easy conduction of enterprising activities for start-ups and sustain existing businesses.

Keywords: Fourth Industrial Revolution (4IR), Disruptive Innovation, Entrepreneurship, Entrepreneurial Intention, Rational Choice Theory, South-West, Theory of Planned behaviour (TPB).

1.0 Introduction

There is high evidence that the 21st century ushered in a new form of societal and industrial relationship that has come to displace the old form of social interactions and install a new social relationship (Christensen, Raynold & McDonald, 2015). The Fourth Industrial Revolution (4IR) has, therefore, become an overly used term in daily interactions and academia discussions, it arrived with a new form of societal relationships by its major tool of Artificial Intelligence (AI) and Deep/Machine Learning.

Entrepreneurship was defined by Allawadi (2010) as 'the creation of five basic new combinations of introduction of a new product, a new method of production, opening a new market, conquest of new source of supply and creating a new organization'. According to the definition above, the 4IR is in itself a function of entrepreneurial thoughts, as it meets the five composition of entrepreneurship as defined by Allawadi above, it has so far challenged the status quo and the old social order. Consequently, 4IR comes forth in the entrepreneurial discourse that, only innovations that causes disruptions to the old order and those that creates a new order shall be relevant to the world we presently live. The concept of Disruptive Entrepreneurial Innovation has therefore

become a buzzword across the globe (Chomvilailuk, 2016).

The National Bureau of Statistics (NBS) (2017), affirmed that, unemployment rate in the country has increased to 18.8% in the third quarter of 2017 from its initial rate of 16.2%, while both underemployment and unemployment is placed at 40% (18million) of people in the Nigeria labour force; more so, this figures affects majorly the youth (15-35 years) who bears 52.65% of the total unemployment and underemployment figures. The high figures are consequent upon an economy at its early stage of post-economic recession recovery and ensured that 1.6million (52.7-51.1 million) people loosed full-time employment in the evaluated quarter (NBS, 2017). Unemployment as a social problem has been described to be a cause of many social disadvantages in the Nigeria space, which include, poverty (absolute and relative), high criminal occurrence, individual psychological problems, emergence of separatist terrorist groups and underdevelopment witnessed in the country (Viatonu, Muse & Suluka, 2018; Uddin & Uddin, 2013; Aiyedogbon & Ohwofasa, 2012; Chidiebere, Ilonaya & Udunze, 2014). More so, the literature affirmed that the only workable solution to the problem of unemployment is the development of entrepreneurial spirits amongst a population as it is a medium of reducing

and resolving unemployment and underemployment problem, and it fosters economic growth and development (Viatonu et al., 2018; Lee, Lim, Ng Huei & Wong, 2012; Sylvia & Dayang, 2016; Nian, Bakar & Islam, 2014).

The CEO of DBS Group, Piyush Gupta affirmed that in the 4IR social structure, Artificial Intelligence shall replace the blue collar economy while Deep Learning shall displace the white collar jobs. This affirms that as the 4IR offers a displacement of the social order, more people (employed) shall be jettisoned and retrenched from the work force and this is affirmed in the labour statistics presented above. An example can be found in the banking industry, the introduction of the machines like Automated Teller Machine (ATM), Mobile and Internet Banking has ensured that more workers are laid off from the financial service sector as the initial order of people gathering at the banks for their banking functions has been displaced by a system such that everything that are presently done in the bank can be done on a mobile device and in one corner of a room, thereby, ensuring that banks keep on laying-off workers who are surplus to bank requirements.

In the light of the expected mass loss of work in all industries and inclusive of the agricultural traditional sector, it is expected that a study be conducted to determine if the Nigeria populace can survive work displacements and yet, create a new venture for themselves i.e. can the national population survive the 4IR economic scare? In order to

evaluate this postulation, a study on entrepreneurial intention shall be conducted. Entrepreneurial Intention (EI) is the intent or thought of an individual towards being an entrepreneur. A high rate of entrepreneurship intention in an individual will translate to the creation of new enterprise (Tshikovhi & Shambare, (2015); Ajzen (1991)). In the new social order, it is expected that, when a person is denied working hours and remuneration from their workplace, in order to sustain themselves, it is expected that they create a means of innovative sustenance of their own.

1.1 Study Scope and Justification

This study shall make a case of entrepreneurial intention amongst undergraduates' students in the South-West geographical region of the country. The youths (undergraduates) depicts valuable and worthy study subjects in this study because they have primarily never being employed, however, after seeing their parents, neighbours, relatives and family friends losing their jobs, we believe that the intent of taking a collar job (white or blue) in the labour market should be reduced, and tilt towards creating a new world of their own (entrepreneurial intention), and then, encourage the continuation and existence of the new social order such that innovative ideas that shall displace the old order be brought into the Nigeria market (disruptive innovation) as explained by Christensen et al. (2015). The study objective is therefore to examine a combination of cognitive (personal attitude, subjective norm and perceived

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behavioural control) and contextual (entrepreneurship education and contextual support) factors as a prediction of entrepreneurial intent in undergraduate students in the South-West, Nigeria.

2.0 Literature Review and Conceptual Framework

Relevant documented scholastic explanation has been conducted by the literature on Entrepreneurial Intention (EI). Majorly, two sets of factors have been adopted to test the existence or non-existence of EI in a study population; and can be summarized into cognitive/ personality characteristics/ intrinsic and contextual/ environmental/ extrinsic factors (Gelard & Saleh, 2010). In the study of entrepreneurial intentions (EIs), majority of authors have used different cognitions to explain EI (Elfving, Casrud & Brannback, 2009). Consequently, the literature argued that, the lone use of cognitive factors to study EI is to say that man can exist in a vacuum, which underplays the social impact on human existence and a further affirmation that the field of social psychology is irrelevant. Therefore, Gelard et al. (2010); Turker & Selcuk, 2009); Denanyoh, Adjei & Nyemekye (2015) adopted factors like, social structure, networks (formal and informal) and education etc. to explain EI; although, diverse results have been derived by these studies, but it was affirmed that the impact of social influences cannot be overemphasized in the decision of a man to decide on self-employment and/or create an innovation that disrupts the old order. Summarily, cognitive are

internal self-developed factors that influences the decision to be self-employed i.e. personal attitude, self-efficacy/ perceived behavioural control, creativity, personal goals, self-confidence, risk-taking ability, need for achievement, locus of control and innovativeness; while contextual are extrinsic factors such as government policies, networks (formal) that instigates the decision of an individual to be self-employed.

2.1 Theoretical framework

In cognitive study of EI, the Theory of Planned Behavior (TPB) has been greatly adopted and its variables put into empirical use (Muraina, 2017; Linan & Chen, 2009; Lee et al., 2012; Sylvia et al., 2016). TPB was developed by Ajzen (1991) and derived from Theory of Reasoned Action (TRA) by Fishbein and Ajzen (1975). TPB adopted three (3) variables {attitude toward the behaviour, subjective/ social norm (SN) and perceived behavioural control (PBC)} in her conceptualization of an individual to perform a behaviour, and not only limited to entrepreneurship behaviour alone. Ajzen (1991), referred attitude toward the behaviour as the extent to which a person has a positive or negative valuation towards a behaviour; SN refers to the perceived social pressure to perform or not to perform a desired behaviour and PBC describes people's perceived ease or difficulty to perform a given behaviour (Ajzen, 1991; Linan et al., 2009; Lee et al 2012). In TPB, PBC is adjudged to be superior as it was affirmed by Ajzen (1991), that performance of a behaviour is a joint function of intentions and PBC

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(Ajzen, 1991). As a general rule of the theory, the stronger the intention to engage in a behaviour, the more likely should be its performance (Ajzen, 1991). Our model shall consequently adopt all the variables of TPB as it has wide popularity in intentions studies and not only limited to EI researches.

Rational Choice Theory (RCT) is a full fledged sociology theory that has its roots in economics (utilitarianism and game theory). RCT was informed from the works of Max Weber (1864-1920) on his concept of Rational Action, and James Coleman in his book, "Foundations of Social Theory" in 1990. RCT opines that, all action is fundamentally 'rational' in character, and that people act within the information available to them and that actors usually examine the rewards, risks, punishment of any act before undertaking the act and choose the one that is more preferable to them amongst several alternatives (Scott, 2000). In our context, actors' intention is EI. It is believed that individuals calculate the reward and punishment of engaging in entrepreneurship before undertaking them. Aside the cognitive factors that influences EI, individuals consider the rewards and risks amidst entrepreneurial education (EE) and structural support (SS) as perceived in this study before deciding to be self-employed. Therefore, we came up with the conceptual diagram (2.2), to show variables relationship with EI.

2.2 Study hypothesis

Consequent upon the explanations given in the above section (2.0 & 2.1), the

study shall adopt inferential statistics tools to test the following hypothesis:

1. There is no significant relationship between personal attitude (PA) and entrepreneurial intention.
2. There is no significant relationship between subjective norm (SN) and entrepreneurial intention.
3. There is no significant relationship between perceived behavioural control (PBC) and EI.
4. There is no significant relationship between entrepreneurship education (EE) and EI.
5. There is no significant relationship between structural support (SS) and entrepreneurial intention.
6. There is no significant relationship between PA, SN, PBC, EE & SS and EI.

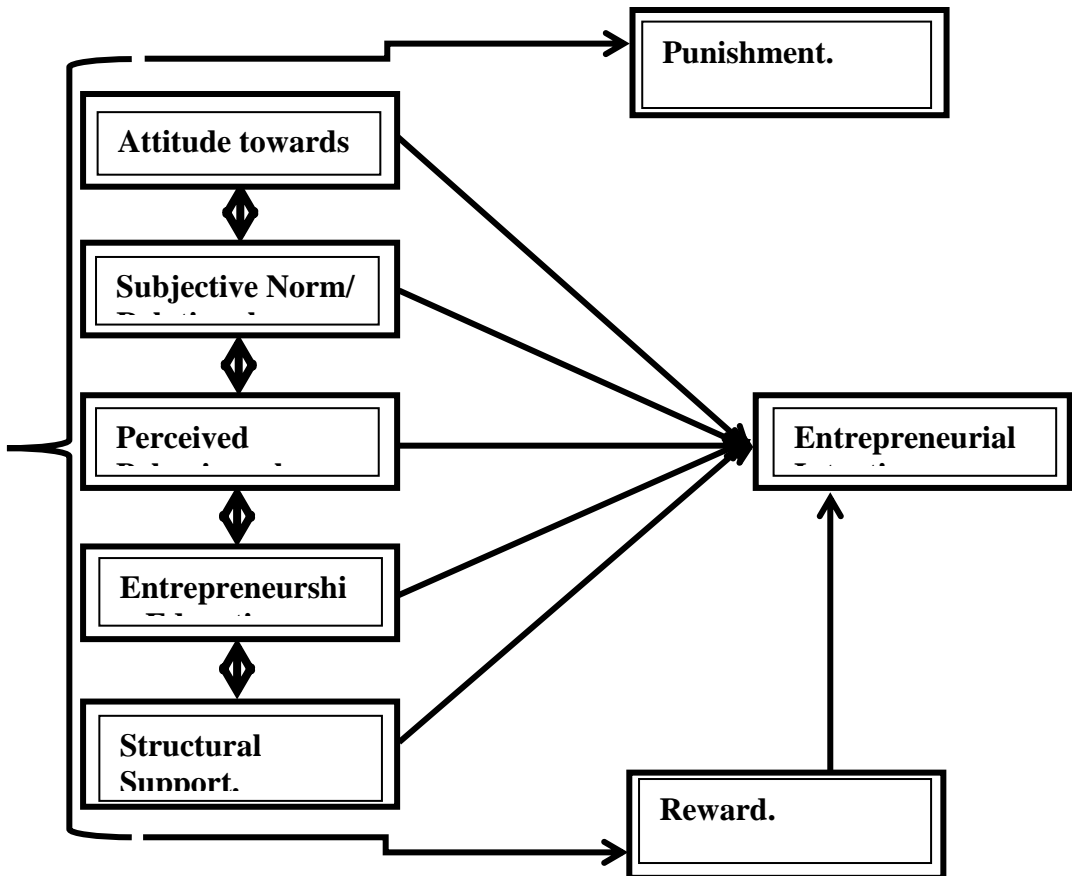
2.3 Entrepreneurial intention conceptual framework

The conceptual framework depicts a conglomeration of all the perceived independent cognitive and contextual variables thought to influence EI to either lead to punishment or reward as perceived by RCT. It proposes that when individuals view all the independent variables as being positive and rewarding for them, it strengthens and reinforces EI which later leads to the creation of enterprise as confirmed by Ajzen (1991), and proposed by the framework by the use of an arrow that situates to EI and vice versa as depicted by the non-use of an arrow that leads to

EI in the punishment variable. A rewarding view of these variables can be seen as when individuals are optimistic about the rewards (financial & non-financial) from creating an enterprise; leading and directing the enterprise administrative processes and human resources cum the social status and prestige that comes with it, more so, adding their own quota to societal growth and development. A punishing

view of these variables can be earmarked as when individuals are pessimistic about the risks of failure from starting an enterprise; failure of societal members to encourage or purchase the products produced from the enterprise and also the fear of recording massive loss that can lead to bankruptcy and retrogressive personal development.

Model 1: Entrepreneurial Intention (EI) Cognitive and Contextual Conceptual Framework (EI, C&CFramework)



Source: Researcher’s Construct, 2019.

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3.0 Methodology

3.1 Research design: The study adopted an exploratory survey (mixed method) research method. A combination of quantitative (questionnaire) and qualitative (In-depth Interview {IDI}) were adopted.

3.2 Study area and population: The study area was South-West, Nigeria which comprised of six (6) states: Ogun, Oyo, Osun, Ondo, Lagos and Ekiti. The study population are the undergraduate students of selected universities which shall be explained in the sampling mechanism. South-west was utilized as it is generally believed that it is the most developed educational zone in the country and encapsulate a plethora of universities that can be adopted as part of the sampling frame than other geo-political zones. More so, undergraduates' students were chosen so that we can meet the justification of the study (1.1).

3.2 Sampling mechanism: The study adopted probability and non-probability sampling. Different sampling mechanism was adopted in the selection of universities and sample units. The encapsulating and major sampling in the selection of university was a random multi-stage sampling (six-stage) while other sampling methods were also adopted as explained below:

- ✓ Amongst the six states in South-West, Nigeria, three (3) states were simple randomly selected through ballot simple random sampling. Therefore, Ogun, Lagos and Oyo were simple randomly selected.
- ✓ The three cadres of universities in Nigeria (Public {Federal and State} and Private universities were considered.
- ✓ The data presented by the Joint Admission and Matriculation

Board (JAMB) depicts that 10, 4 and 3 universities are valid for selection from Ogun, Lagos and Oyo respectively after having their establishment before 2015 (decision explained in selection of participants).

- ✓ Amongst the 17 universities that were valid for selection, 4 universities were purposively selected. The purposes are as a result that, the 4 universities academic calendar are still running as at the collection of data and being high-profiled schools.
- ✓ The quota (proportional) sampling was used to select the universities between the 3 randomly selected states. 2 (State Public and Private), 1 (Private) and 1 (Federal Public) universities were proportionally selected from Ogun, Lagos and Oyo state respectively.
- ✓ Olabisi Onabanjo University (OOU) and Covenant University (CU) were purposively selected from Ogun state, while Caleb and University of Ibadan (UI) were also purposively selected from Lagos and Oyo respectively.

Before administering research instruments on respondents, they must meet the two (2) purposes below:

- ✓ Respondents must have at most 2 years to graduate from the university (present year inclusive) because they are those believed to be in their critical stage to decide their future career path on whether to be self-employed or employed. The rationale behind this was depicted in (Ahmed et al., 2010; Lee et al., 2012).
- ✓ Respondent must have offered a course on entrepreneurship (theory and practical class) as speculated as a requirement by National Universities Commission (NUC).

3.4 Instrumentation: The 25-45 minutes' in-depth interview (IDI) had 32 IDIs' conducted in all study areas; while the questionnaires were presented in Likert Scale format and answered between 7–12 minutes, and the research instruments were collected concurrently between 8 working days. 414

questionnaires were distributed while 403 were valid for programming. The questionnaire was pilot tested with 30 questionnaires in order to ensure its validity and reliability to meet the research objectives accurately. The results of the pilot study are shown below:

Table 1: Summary of Cronbach Alpha Reliability Statistics

S/N.	Constructs	Cronbach's Alpha	Number of Items	Number of respondents
1.	Personal Attitude	0.53	6	30
2.	Subjective Norm	0.793	3	30
3.	PBC	0.477	5	30
4.	EE	0.871	5	30
5.	Structural Support	0.627	7	30
6.	EI	0.694	7	30

Source: Researcher's Construct' 2019.

3.5 Data Analysis: analysis would be conducted via SPSS (20). Descriptive statistics such as mean and mode shall be depicted, while, inferential statistics in Spearman correlation coefficient and regression analysis shall be utilized for testing our hypothesis.

3.6 Ethics: Participation in the study was strictly based on the consent and free-will of the respondents.

Respondents and participants were also assured of confidentiality and anonymity of their choices in providing answers in the research instrument.

4.0 Results

Socio-demographic characteristics of respondents

Below is a description of the socio-demographic characteristics of the sampled respondents.

Table 2: Frequency and percentage distribution of Respondents' Socio-Demographic Characteristics

<i>Socio-Demographic Variables</i>	<i>Frequency (N)</i>	<i>Percentage (%)</i>
<i>Age</i>		
<i>15 – 19 years</i>	86	21.3
<i>20 – 24 years</i>	254	63
<i>25 – 29 years</i>	58	14.4
<i>29 years and above</i>	5	1.2

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<i>Total</i>	403	100%
<i>Sex</i>		
<i>Male</i>	192	47.6
<i>Female</i>	211	52.4
<i>Religion</i>		
<i>Islam</i>	67	16.7
<i>Christianity</i>	327	81.3
<i>Traditional African Religion</i>	8	2.2
<i>Universities</i>		
<i>Caleb University</i>	97	24.1
<i>Covenant University</i>	98	24.3
<i>Olabisi Onabanjo University</i>	100	24.8
<i>University of Ibadan</i>	108	26.8
<i>Faculty/ College</i>		
<i>Social and Management Sciences (SMS)</i>	195	48.4
<i>Education</i>	41	10.2
<i>Law</i>	23	5.7
<i>Science and Technology</i>	57	14.1
<i>Arts</i>	25	6.2
<i>Agriculture and Forestry</i>	18	4.5
<i>Engineering and Environmental Sciences</i>	44	10.9
<i>Level</i>		
<i>300 Level</i>	156	38.7
<i>400 Level</i>	202	50.1
<i>500 Level</i>	37	9.2
<i>Others Specify</i>	8	2.0

Source: Researcher's Field Result, 2018.

Table 2 depicts the socio-demographics characteristics of the sampled respondents across the four universities. Summary of the table content featured that the 20-24 age group, female gender, Christianity, College of Social and Management Sciences and 400 Level were all more represented than the other

groups in their various sub-groups in the respondents' personal socio-demographic features. Also, since the data collection assumed equal quota representation in all of the universities, there could be no clear superior difference between the quantitative data collected amongst the four universities.

Table 3: Central Tendency of Entrepreneurial Intention.

S/N	STATEMENTS	SD	D	I	A	SA	MEAN	RANK
1.	I prefer to be my own boss than to be an employee in a company.	9 2.2%	17 4.2%	40 9.9%	135 33.5%	202 50.1%	4.25	2
2.	I'm determined to create a business in the future.	3 0.7%	8 2.0%	44 10.9%	151 37.5%	197 48.9%	4.32	1
3.	I would dedicate my life to establishing a new business even if family and friends are against it.	10 2.5%	31 7.7%	64 15.9%	156 38.7%	142 35.2%	3.97	5
4.	I can only make big money if I am self-employed.	37 9.2%	64 15.9%	77 19.1%	115 28.5%	110 27.3%	3.49	7
5.	I'm expecting the challenge of creating a new business.	7 1.7%	20 5.0%	67 16.6%	198 49.1%	111 27.5%	3.96	6
6.	Even if am working as an employee in another business, I will still create a business of my own.	7 1.7%	9 2.2%	43 10.7%	176 43.7%	168 41.7%	4.21	4
7.	Even if I launch new ventures and fail many times, I will keep on trying until I succeed.	5 1.2%	14 3.5%	44 10.9%	162 40.2%	178 44.2%	4.23	3

Source: *Researcher's Field Survey Result, 2017.*

The questions had a bi-modal score; while Question 1, 2 and 7 had a modal score of 5; question 3, 4, 5 and 6 have their mode as 4. It therefore translates that a majority of the respondents agreed and strongly agreed to the questions, which were asked in positive forms. It can be inferred that a majority of the respondents have good intentions

to becoming entrepreneurs according to the central point of location analysis presented above.

3.1 Hypothesis Testing

Spearman Ranking Correlation Coefficient would be adopted as it is a non-parametric test and a distribution free statistics which does not require that the data to fit a normal distribution

(Muraina, 2017). The larger the correlation coefficient (r), the stronger the level of relationship and it can either

be positive or negative relationship depending on the direction of the relationship between variables.

Table 4: Spearman Correlation Coefficient Analysis between Independent Variables and EI.

Independent Variables		Entrepreneurial Intention
Personal Attitude	Correlation Coefficient	.414**
Spearman Ranking	Sig. (2-tailed)	.000
Correlation Coefficient	N	403
Subjective Norm	Correlation Coefficient	.141**
Spearman Ranking	Sig. (2-tailed)	.005
Correlation Coefficient	N	402
Perceived Behavioural Control	Correlation Coefficient	.374**
Spearman Ranking	Sig. (2-tailed)	.000
Correlation Coefficient	N	403
Entrepreneurship Education	Correlation Coefficient	.273**
Spearman Ranking	Sig. (2-tailed)	.000
Correlation Coefficient	N	403
Structural Support	Correlation Coefficient	.328**
Spearman Ranking	Sig. (2-tailed)	.000
Correlation Coefficient	N	403

Source: *Researcher's Field Survey Result, 2017.*

From the result depicted above, it can be inferred that all of the variables have positive relationship with EI, however, their level of relationship differs, while, PA has a moderate relationship, PBC, SS and EE has a small but definite relationship, and SN has a slight and almost negligible relationship with EI. It can therefore be inferred from the developed hypothesis that the null hypothesis for hypotheses 1, 3, 4 and 5 would be rejected and their alternative

hypothesis accepted; while, null hypothesis 2 would be accepted. We can therefore say that there is significant relationship between personal attitude (PA), perceived behavioural control (PBC), entrepreneurship education (EE), structural support (SS) and Entrepreneurial Intention (EI). However, there is no significant relationship between social/subjective norm (SN) and EI.

Table 5: Summary of the Central Tendency and Spearman Correlation Coefficient of the Independent Variables of Entrepreneurial Intention.

INDEPENDENT VARIABLE	MEAN SCORE	CORRELATION COEFFICIENT	RANKING		ADDITION
			x	r	
Personal Attitude	4.17	0.414	1	1	2 – 1 st
Subjective Norm	3.55	0.141	4	5	9 – 5 th
Perceived Behavioural Control	3.81	0.374	3	2	5 – 2 nd
Entrepreneurship Education	3.85	0.273	2	4	6 – 3 rd
Structural Support	3.40	0.328	5	3	8 – 4 th

Source: *Researcher's Field Survey Result, 2017.*

The table depicts that PA is the best predictor of EI, followed by PBC, EE, SS and SN respectively according to the gathered data. The interpretation is that EI is more intrinsic than extrinsic as a result of the high scores of the intrinsic factors (PA & PBC). The weak ranking of the SS can probably be as a result of the bad, weak, and corrupt structure (educational, political, economy, financial, law, governmental etc.) in the country. The EE scores was however surprising, because, despite the appalling educational system in Nigeria, EE was able to rank third in the average and correlational ranking above. SN scores had the least ranking and this is juxtaposed by its correlation result which affirmed a non-significant relationship between SN and EI. In conclusion, all the variables depict good association with EI as they amassed a minimum mean of 3.40 out of a total of 5, and a maximum of 4.17. We can therefore say that undergraduate students' in South-West, Nigeria have sound EI.

The fact above can be forwarded by presenting original speeches from some of the interviews conducted as asked that "1. Do you have intention to become an entrepreneur in the future? is the intention primary or secondary? 2. If you launch a business and it fails, would you still continue to trying until you succeed? Why? b. when will it exhaust you?"

'Yes, Primary throughout my life. I already failed in Network Marketing due to high exchange rate and also in trading cloth due to debts and decrease in academic performance before my present catering and Exportation of food items. I can only stop entrepreneurship business when I lose my breadth'

Interviewee 1/ IDI/ UI/ 22/ Female/ Single/ Igbo/ Social Science/ Political Science/ 300 L/ 1st Child.

'Yes, Primary intention. A key to ventures and enterprises is consistency and when you are consistent even with failures and challenges, you are good to go. I

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don't even think I've failed so so amount of times, I've only learnt 50 ways of how not to do that thing again and how it is not working.'

Interviewee 12/ IDI/ CU/ 19/ Male/ Single/ Igbo/ Christian/ Engineering/ Electrical Electronics/ 500 L/ 4th Child.

'I will make it as a side job. I won't stop because I have passion for it but if my passion reduces, I will try and walk to other alternatives but if I don't lose passion in it, no way.'

Interviewee 23/ IDI/ Caleb/ 19/ Female/ Single/ Yoruba/ Christian/ Science & Technology/ Computer Science/ 400 L/ 1st Child.

'Uhhn, Primary and Secondary but I will only work in other people or government businesses for some time in order to acquire fund for my own business for maybe 10years then, I will now settle only on my business. We were taught in GNS 203 about a scholar named Leibenstein, 'Once you fail, you can always rise and change to other businesses', but at the 10th time I would stop entrepreneurship businesses altogether'

Interviewee 31/ IDI/ OOU/ 26/ Male/ Married/ Yoruba/ Muslim/ Arts/ History and Diplomatic Studies/ 400 L/ 2nd Child.

Generally, most of the interviewees reported to have secondary intention on creating their own personal businesses. Some reported that they would work in other peoples' businesses for some time in order to acquire funds for the development of their own businesses. Almost all the interviewees also reported that failure in a business is not a limitation factor and that they would keep trying until they are successful while some few ones' said that they would change to other line of businesses but would never stop. We can conclude that students' in the study region have valid and strong EI.

3.2 Multiple Regression Analysis

The multiple regression will be utilized to explain the part that the independent variables explains or accounts for in the dependent variable. In this study, independent variables (PA, SN, PBC, EE & SS) are entered into the same regression equation (multiple regression) to predict whether there is any significant relationship with the dependent variable - EI.

Table 6: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 ^a	.266	.257	.693

- a. Predictors: (Constant), PA, SN, PBC, EE & SS.
- b. Dependent Variable: Entrepreneurial Intention
- c. **Source: Researcher's Field Survey Result, 2017.**

The table above depicts how much of the variance in the dependent variable is explained by the independent variables. The R² offers 0.266 and expressed in percentage as 26.6%. This represents

that PA, SN, PBC, EE & SS accounts for only 26.6% of EI, thereby leaving, 73.4% explained by other contextual and cognitive factor.

Table 7: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	69.056	5	13.811	28.757	.000 ^b
Residual	190.188	396	.480		
Total	259.244	401			

a. Dependent Variable: Entrepreneurial Intention

b. Predictors: (Constant), PA, SN, PBC, EE & SS.

c. Source: *Researcher's Field Survey Result, 2017.*

Hypothesis 6: H₀: There is no significant relationship between PA, SN, PBC, EE & SS and EI.

The table depicts that F-ratio value is 28.757 significant at 0.000 and the Degree of Freedom is 5, then we can reject the H₀

since the tabulated statistics is lower than the F value. This implies that the overall regression model for these five predictors (PA, SN, PBC, EE & SS) has significantly explained the variation in entrepreneurial intention.

Table 8: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	1.793	.224		8.007	.000
PA	.221	.043	.253	5.097	.000
SN	-.049	.035	-.068	-1.427	.154
PBC	.149	.044	.168	3.408	.001
EE	.097	.034	.129	2.825	.005
SS	.192	.042	.222	4.532	.000

a. Dependent Variable: Entrepreneurial Intention

b. Source: *Researcher's Field Survey Result, 2017.*

Based on Table 4.4.3.3, the regression equation for EI is:

$$EI = 1.793 + 0.221(PA) + (-0.049)(SN) + 0.149(PBC) + 0.097(EE) + 0.192(SS)$$

According to the equation above, PA, PBC, EE and SS have positive and significant relationship with EI, while, SN has a negative relationship with EI due to the negative 0.049. PA is the predictor variables that contribute the highest to the variation of the EI with a β of 0.221.

5.0 Discussion of Findings

Five independent variables were adopted to test the EI of the undergraduate students' in South-West, Nigeria. The first Variable Personal Attitude (PA) was a sound predictor of EI. The measures of location and correlation result were positive with EI and the variable ranked first in all of the statistical tools and also depicted a good explanation of EI in the regression analysis and its Beta value depicted high. The finding aligns with the result of Lee et al. (2012), Sylvia et al. (2016), Iqbal, Melhem & Kokash (n.d.), Linan et al. (2009). Generally, most EI studies have reported good relationship between PA and EI (Muraina, 2017).

The second variable Subjective/Social Norm (SN) has mixed result as a predictor of EI. The descriptive statistics ranked 4th, although, the question has a mode of 4 (most respondents agreed to the impact of friends and relatives on the development of entrepreneurial spirits), but, the correlation analysis depicts little relationship with EI and therefore, was translated to be an insignificant means to an end of EI depicted by undergraduates' students in South-west, Nigeria. The regression analysis also shows negative relationship with EI. We can therefore conclude that, there is positive

relationship between SN and EI as the correlation results depicts positive, however, there is no significant relationship between SN and EI among undergraduate students' in South-West, Nigeria i.e. SN do not influence the development of innovative thoughts in the study area, but it can influence somewhere else. This result is in tandem with the findings of Iqbal et al. (n.d.), and Linan et al. (2009), however it antagonizes the findings of Lee et al. (2012), while some studies ignored SN in their studies probably due to its laxity, inconsistency and mixed results in explaining EI i.e. Kadir, Salim, Kamarudin & Melaka (n.d.). Results on SN here can further be buttressed by the writings of the popular motivational writer and speaker – Robert Kiyosaki, who has on several occasions reported that, the norm in the society amongst friends and families, is that, an individual should go to school, pass examinations, come out with good grades and seek for juicy employment in the labour market; this can be vividly seen in most social systems in the global underdeveloped world inclusive of Nigeria and can explain the low influence of SN on EI.

Perceived Behavioural Control (PBC) findings depict valid association and prediction of EI. The central tendency tables show high scores and ranked 2nd between all the independent variables, PBC also ranked 3rd amongst all the independent factors in the correlation analysis. The regression analysis also depicted good association with EI as the beta value was positive. The findings align with the results of Lee et al.

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(2012), Linan et al. (2009), Sylvia et al. (2016), Iqbal et al. (n.d.) etc. Most studies have also reported a good association and relationship between PBC and EI. It can therefore be affirmed that when individual perceive a behaviour to be favourable, rewarding and easy in execution, they go on to exhibit the behaviour.

TPB by Ajzen (1991) utilized three (3) variables and all were adopted in this study, we can therefore correctly say that, TPB is a valid explanation of intentional studies, and specifically, EI researches. The intentional theory states that, *'the stronger the intention to engage in a behaviour, the more likely should be its performance'*. Therefore, since two variables (PA & PBC) are valid precursors to EI except SN which has insignificant relationship with EI, we can conclude half-way that TPB is rewarding and can instigate EIs in students.

Entrepreneurship Education (EE) also depicts good relationship with EI with the utilization of all the statistical tools. EE measures of central tendency ranked 2nd while its' correlation score was 4th, but yet significant with EI. The Beta value of EE in the regression of analysis was also positive. The result relates and associates well with the findings of Kadir et al. (n.d.), Denanyoh et al. (2015), Lee et al. (2012) but in opposition with the report of Sylvia et al. (2016), Ahmed et al. (2010). The importance of EE in reality cannot be underscored, and can be a reason for its broad compulsory teaching in tertiary and secondary institutions starting from the 2007/2008 academic session

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according to a directive from National Universities Commission (NUC) (Aliu, 2008). More so, the inclusion of Covenant University (CU) amongst the selected universities could be a reason for the high scores achieved by EE despite the appalling and underdeveloped education system in Nigeria, as the citadel started EE in the country and instigated NUC to make it compulsory in all the tertiary-citadels in the country, therefore, their EE can be said to be developed to other schools and its influence to make EE strong in our analysed data is all-visible.

The last independent variable adopted is SS and also depicts a positive relationship with EI. The independent variable ranked 5th in the measures of location, though the respondents' that agreed to the constructs under this independent variable are more than those that disagreed. The 5th rank in the measures of central tendency was atoned by 3rd position in the correlation analysis, the Beta value was also positive and therefore affirms that, when the structure supports undergraduate students', undergraduates tends to possess EI and therefore leads to the creation of businesses in the country. The finding aligns with Denanyoh et al. (2015) while it agonizes the report of Sylvia et al. (2016).

The dependent variable - EI seems to be in good shape, as amongst the 5 independent variables that was tested, 4 variables are positive and therefore ensured that the undergraduates' in South-West, Nigeria have a valid, positive and significant EI by all standards and statistical measurement.

More so, the hypothesis further affirmed this assertion, as we recorded a significant relationship between all the independent variables tested and EI. The sound EI recorded in this study can be explained by the Global Entrepreneurship Monitor (GEM) (2012) report. The report recorded that Total Early-Stage Entrepreneurial activity (TEA) in Nigeria is 35% while Perceived Opportunity and Perceived Capability in the country are respectively 82 and 88%. Salami (2013), polarized entrepreneurship into opportunity and necessity based entrepreneurship. The GEM (2012), affirmed that, there are massive entrepreneurship opportunities (82%) in the Nigeria structure, that need to be tapped and developed. With the clear depictions of these opportunities, it is 'normal' that students have sound and valid EI. Contrastingly, Abubakar, Ibrahim & Yazeed (2018) reported that, Nigeria EI is low compared to some other African countries as they evidenced from the same GEM (2012) report that Angola, Botswana and Malawi has an EI rate of 70%, 72% and 70% respectively against the 44% amassed by Nigeria.

6.0 Conclusion and Recommendation

Based on the results of the finding and the information gathered, this study concludes that the undergraduate students' in South-West, Nigeria has valid and sound EI. Five variables were tested and all the variables depicted good relationship with EI except SN. These five independent variables were individually tested in a Hypothesis and all but SN has its Null Hypothesis

rejected and the Alternate Hypothesis accepted. All the independent variables were also combined into a multiple regression equation and we affirmed that there is significant relationship between the variables and EI.

TPB also depicted to be a good explanation of the topic under discussion, likewise, the Rational Choice Theory. Undergraduates students' by relying on the positive image and prestige possessed by extant entrepreneurs (Aliko Dangote, Femi Otedola and co) with the creativity, innovation, uniqueness and invention that comes with business creation, it therefore lured them to have sound EI. Although, Business creation however also have its' bad and difficult side especially the difficulty experienced in starting and marketing goods/ services and acquiring patronization, the positives were still able to supersede the negativities especially by looking at the huge population that can purchase from you if your business is disruptive which can transform into large amount of profit or surplus value as used by Karl Marx.

Useful recommendations' based on the findings of the study are listed as follows:

1. There should be family sensitization on media houses that, family and friends should change their orientation that students' are educated to seek for jobs, rather than maximize opportunities and create employment.
2. The EE in the educational institution should be hinged on teaching the students' on how to develop

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- entrepreneurial projects', proposals', or a work-plan as it was a major constraint highlighted by the respondents in the qualitative data. It should also develop positive cognitive and personality characteristics in students cum serving as liaison between industrial and students' development via university incubation system (Paul, Aderonke, Anuoluwapo & Kolo, 2018).
3. Qualified consultants and support services for new and emerging entrepreneurs should be made available by the government at different and accessible locations in order to encourage the creation of

business as structural support was deficient in the mixed data.

4. All the interviewees were specific about the high interest, inflation and exchange rate in the country, the government should ensure that a solution is proffered to this problem.
5. Laws, policies, regulations and rules on entrepreneurs should be very lax in order to encourage the creation of business and therefore reduce the problem of unemployment. Also, the large extent of relying on collaterals to acquire loans should be reduced so that other forms of securities are used by the citizenry especially students to acquire easily accessible loans.

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The Relevance of Entrepreneurial Orientation to Students Entrepreneurial Intention: Evidence from Federal University Dutse (FUD)

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Abstract: This paper examined the dimensions of entrepreneurial orientation and its relevance to student's entrepreneurial intention among Federal University Dutse final year students as at 2017/2018 academic session. The study adopts cross-sectional research design using quantitative questionnaire approach to collect the data. To validate the model, data from 282 final year students were analysed using the Partial Least Squares Structural Equation Modelling (PLS-SEM). Overall, the study revealed that dimensions of innovativeness, pro-activeness and risk-taking are significantly and positively relevance to student entrepreneurial intention. The study used Human Capital Theory (HCT) as a theoretical foundation of the study. This study served as one of the pioneering study with regard to HCT in testing relationship of this nature. This study recommended that other researchers should use this theory to include other dimension of entrepreneurial orientation for further validation. This study also contributes to the current literatures by extending the used of entrepreneurial orientation which is still rare in student entrepreneurial

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intention literatures. As suggestion to policy, the government should guarantee not only inspiring students with entrepreneurship education but also inculcate the spirit of innovativeness proactiveness, and risk-taking among youths as it has relevance in explaining students entrepreneurial intention.

Keywords: Innovativeness, Pro-activeness, Risk-taking, entrepreneurial intention.

Introduction

Increasing number of youth unemployment, couple with population growth and low entrepreneurial intention in Nigeria has become a major concern to government and other stakeholders.

Statistically, unemployment increased from 19.7% in the 3rd quarter 2016 to 21.0% in the 4th quarter of same year (NBS 2017), also employability status of Nigerian university graduate is 36.26% based on (STUTERN Report 2016), the Nigerian population increased from 184.6 million as of 2016 to 188,906,160 as at 2017 based on NBS, 2017 reports and the level of entrepreneurial intention is 44% according to GEM 2012 Sub-Saharan African ranking, this figure is lower than other African countries like Angola, Botswana, and Malawi with 70, 72, and 70 respectively. This could be the reasons behind the inclusion of entrepreneurship education into Nigeria tertiary education system in 2007\ 2008. Sani, (2019) noted that the world is now in need of people with innovative, multifarious and diversified entrepreneurial awareness and skills to answer to the double challenges of draw back economics and unemployment.

In view of this, several effort have been made by researchers to study factors affecting entrepreneurial intention especially in developed economies, Some of these studies includes

entrepreneurship education (Daniela, Rainer, Norbert, & Birgit, 2015; Peter & Moses, 2014; Malabena, 2015; Muhammad, 2013), entrepreneurial orientation (Boltone, 2012; Boltone & Lane 2012; Koe, 2016) environmental factors (Fini, Grimaldi, Luca and Sobrero, 2009; Sadeghi, Mohammadi, Nosrati, & Malekian, 2013) among others.

However, with all the number of studies on factors effecting entrepreneurship intention worldwide only little has been done on the association between component of entrepreneurial orientation with students entrepreneurial intention as most of the studies are at organisational level e.g. Lumpkin and Dess, (2001) Bhuian, Richard, and Shamma, (2012) Gupta and Gupta, (2015) Gupta and Batra, (2015) Seibert, Kraimer, and Crant (2001) Aminu (2016a) Aminu (2016b) Aminu and Sharif (2014) Koe (2013) while the concept can also be study at individual level (Boltone & Lane, 2012). Moreover the concept of individual entrepreneurial orientation (IEO) has not been critically examined in student entrepreneurial intention studies (Koe, 2016). Questions such as; are university students who have studied entrepreneurship courses possess entrepreneurial intention? Also are components of entrepreneurial orientation relevance to university

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students' entrepreneurial intention? Remained unanswered. Studies have also establish that in general the EO construct including these five dimensions can be considered collectively (Covin & Wales, 2012; Lumpkin et al., 2009; Runyan et al., 2008) or separately (Lumpkin and Dess, 1996, 2001; Wang, 2008), depending on context (Unidimensional or Multidimensional).

Many scholars studied entrepreneurial orientation based on Miller (1983) original conceptualization e.g. (Covin & Slevin, 1989; Naman & Slevin, 1993; Lumpkin and Dess 1996; Covin & Wales, 2012). However, three models of Entrepreneurial Orientation (EO) where popularly known researchers. They are: unidimensional model by Covin and Wales (2012), three-dimension model by Covin and Slevin (1989) and the Five- dimension model by Lumpkin and Dess (1996) and Each model offers a different perspective on both the concept of entrepreneurial orientation and its relationships to other firm level characteristics, performances or student intention. As such this study is considering the three dimensions of entrepreneurial orientation based on Covin and Slevin (1989) conceptualization and their relevance to students' entrepreneurial intention using Federal University Dutse (FUD) students as a focal point. Base on the above background the following hypothesis are formulated to guide the study.

H01: Innovativeness is not positively related to entrepreneurial intention among FUD students.

H02: Proactiveness is not positively related to entrepreneurial intention among FUD students

H03: Risk-taking is not positively related entrepreneurial intention among FUD students

The residual sections of the paper are structured as follows; first, reviews of related literatures and theoretical framework, followed by methodology, data analysis and discussion of findings. The paper then concludes with direction for further research.

2.1 Concept of Entrepreneurial Intention (EIT)

Commonly, intention is the cognitive state of mind openly prior to executing behaviour (Sani, Ibrahim & Muhammad., 2018). Thus, an entrepreneurial intention is concerned with the preference of a person to start off an entrepreneurial activity in the future (Sani, 2017). It is a key determinant of the action of new venture creation moderated by exogenous variables such as family background, position in one's family, parent(s) occupation, education and training (Abiodun & Oyejoke, 2017).

Sommer, (2011) defined entrepreneurial intention as "a self-acknowledged passion by a person that they intend to set up a new business venture and deliberately plan to do so at some point in the future. Previous studies have indicated that entrepreneurial intention is a strong predictor of planned behaviour (Ajzen, 1991; Sani, Ibrahim & Muhammed, 2018). Pittaway and Cope (2007) recommended that; studies on entrepreneurial intention ought to be

related to employability in small and medium enterprises to provide a validation that is purely reasonable. Tertiary institutions are now considered as a source of technological development that is meaningful to entrepreneurial activities (Sani, 2017).

2.2 Entrepreneurial Orientation and Students Entrepreneurial Intention.

Individual Entrepreneurial orientation is the combination of knowledge skills and awareness acquired by an individual that led to execution of entrepreneurial behaviour or creation and actualization of new business venture. Entrepreneurial orientation has its own origin traced back to the work of Miller (1983) where he provides an important insight particularly at the firm level. Miller suggested that an entrepreneurial firm is one that "engages in product and market innovation, undertakes somewhat risky ventures. Miller was the first to come up with 'proactive' innovations, beating competitors to the punch". In his own view "innovativeness," "risk taking," and "proactiveness" are the key elements of entrepreneurial firms or entrepreneurial individual.

Moreover studies have also found a momentous relationship between individual entrepreneurial orientation and entrepreneurial intention as well as business performance (Kollmann, Christofor, & Kuckertz, 2007; Bolton & Lane, 2012). In line with the previous studies it was established that; the basic components of entrepreneurial orientation like proactiveness helps in discovering and exploiting the environment toward opportunities

recognition better than its market rivals (Smith & Cao, 2007). However, it was established that; innovativeness play a vital role in the improvement of abilities in coping with the environment towards creation new product and services (Ireland, Covin, & Kuratko, 2009; Jabeen & Alekam, 2013). Finally, the goals of entrepreneurship are the motivation and the ability to take risk which evolves out of the creation and realization of new ideas (VIATONU MUSE, & SULUKA. 2018). Risk-taking has to do with being bold enough to venture into new business, to obtain borrowing a huge amount and/or committing much resource into a new business venture in an environment that is not certain (Rauch, Wiklund, Lumpkin, & Frese, 2009).

2.3 Human Capital Theory (HCT)

The human capital theory was propounded by Becker in 1964 with a view of estimating income distribution among his employees in relation to human capital investment. He sees human capital as a talents and awareness that employees obtain from investments in schooling, on-the-job training, and other types of experiences. It comprises the stock of knowledge and skills that reside within individuals. Specifically, it includes the exceptional insights, skills, cognitive features and aptitudes of entrepreneurs. It also includes accomplished attributes, accrued work habits that may have a positive or negative effect on productivity. It represents a resource that is heterogeneously distributed across individuals and is thus, central to accepting changes in opportunity

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identification and exploitation. Researchers have employed a enormous range of variables indicating individual assets such as formal education and training, service experience, start-up know-how, skills and knowledge, individual creativity and innovativeness among others (Muhammad; 2016)

This study heavily relay on Human Capital theory because the study assumed that an individual with high propensity to risk-taking, proactiveness, as well as higher spirit of innovativeness may likely have higher entrepreneurship intention. Thus, from the theory viewpoint, individuals with more or higher human capital attain higher intention when executing tasks. Risk taking propensity, pro-activeness as well as Individual creativity or innovativeness, are therefore considered as human capitals that are essential for better intention to create new business venture. Our beliefs is that an individual with Risk taking propensity, pro-activeness as well as Individual creativity or innovativeness possessed a human capital needed to execute a giving tasks.

3.1 Methodology

The study employed the used of survey research design which is cross-sectional in nature. This type of research design was used because the information about the variables represents what is going on at one point in time. Primary data was collected from the population of the study by using self-administered questionnaire. The population of the study consists of 793 final year students of Federal University Dutse (FUD) during the 2017/2018 session where the

sample size of 266 obtained from the population using Yamane formula and 30% was added to the sample size as recommended this change the sample size to 346. University students are perfectly appropriate for this study as they about to engage in the real entrepreneurial behaviour (Sani, 2017). The researchers chooses FUD final year students not by priority rather because the entrepreneurship education curriculum is consider the same across all the universities in the country and all the student took the courses in their 200 and 300 level respectively. Simple random sampling technique was adopted given the fact that the population is homogeneous in nature. Out of the 346 questionnaires distributed 305 filled and returned, 23 had more than 10% missing values and one was an unengaged response, thus they were all deleted. However, 282 were valid and useful for analysis (Hair, Balck, Babin, Anderson & Tatham, 2006)

The instrument for measuring individual entrepreneurial orientation(IEO) three dimensions from Boltone & Lane (2012) and finally entrepreneurial intention(EIT) from (Linan & Chen, 2009), all questions were in close ended form and responses were on a 5 point likert scale, thus: strongly agree, agree, undecided, disagree and strongly disagree).

3.2 Technique of Data Analysis

This study employed the use of SmartPLS2.0 in order to calculate the two basic model of PLS path modelling i.e. measurement model and structural model base on the recommendation of

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(Anderson & Gerbing, 1988). Some of the reasons for the use of PLS are: it places a very flexible restriction in respect of distribution and population of the study (Haenlein & Kaplan, 2004). It also has the likelihood of providing additional reliable and accurate

calculations because its accounts for error that is capable of decreasing the possible relationship as well as the expansion of the confirmation of the theory as stated in (Helm, Eggert, & Garnefeld, 2010; Henseler & Fassott, 2010).

4.1 Discussions of the Results

Table 4.1 Measurement model results

Relationship	AVE	Composite Reliability	R square
INN	0.558	0.791	
PRO	0.626	0.833	
RTK	0.523	0.762	
EIT	0.610	0.916	0.427

In table 4.1 above, the researchers carried out confirmatory factor analysis (CFA) to confirm the reliability of the items, the convergent validity and also the discriminant validity. The internal consistency reliability was also attained by composite reliability, the values were more than the vital cut-off value of $\geq .70$ (Chin, 1998; Hair et al., 2006). Furthermore, the convergent validity was also reached as average variance extracted (AVE) met the minimum criteria of $\geq .5$, the values range between 0.523 and 0.610 as stated in (Fornell & Larcker, 1981; Henseler et

al., 2009). The study achieved discriminant validity as the square root of the AVE is higher than the inter-correlation of each of the study's construct in relation to other hypotheses of the research model (Chin, 2010; Komiak & Benbasat, 2006) and also higher than the hypothesis correlations (Chin, 2010). It is well-judged to say that the measurement model satisfactory achieved both internal consistency reliability, convergent and discriminant validity. Thus, are effective and consistent for subsequent analyses.

Table 4.2 Structural model assessment and Test of Hypothesis

R/ship	B.value	Stand.Error	T.values	P Values	Decision
INN -> EIT	0.13	0.04	2.89	0.00	Rejected
PRO -> EIT	0.37	0.05	7.23	0.00	Rejected
RTK -> EIT	0.26	0.04	6.08	0.00	Rejected

The paper studies the relevance of entrepreneurial orientation three dimensions to student's entrepreneurship intention with the reference to federal university Dutse students. The explanation and summary of the outcomes are presented in Table 4.2 the results indicated that a positive association exists between innovativeness and entrepreneurship intention of FUD students (β value 0.13, t .value=2.89; p .value= 0.00), this reject H1. This finding supported Koe, (2013) who reported the existence of positive association between INN and student entrepreneurial intention. The finding is also in line with Amin, (2015); Zehir, C., Can, E., & Karaboga, T. (2015) and Aminu, (2016a) whose report significant and positive relationship between INN and firm performance. In addition, this paper discover a significant and positive relationship between proactiveness and entrepreneurship intention (β value = 0.37; t . value= 7.23; p .value= 0.00) the finding also rejected H2. The finding supported Koe, (2013) who reported the existence of positive association between PRO and student entrepreneurial intention. The finding is also correspond with Amin, (2015); Zehir, *et al*, (2015) and Aminu, (2016a) whose find out significant and positive relationship between INN and firm performance. With regard to H3 the finding also revealed significant and positive association between Risk taking and students' entrepreneurial intention (β value = 0.26; t . value= 6.08; p .value= 0.00) this also rejected the H3 which stated no significant and positive relationship between Risk taking students entrepreneurial intention. This finding supported Koe, (2013) who reported the existence of positive association between RTK with student entrepreneurial intention. The finding is

also in line with Amin, (2015); Zehir, *et al*, (2015) and Aminu, (2016a) whose reported significant and positive relationship between INN and firm performance. As most of studies on entrepreneurial orientation linked to firm performances this study would be among the first attempt by researchers in relating the concept to individual or students entrepreneurial intention, moreover most of researchers whose study the concept in relation to students intention study it either unidimensional or using Hierarchical Component Model (HCM) without considering individual dimensions. This is what differentiates the current study from the previous studies.

5.1 Conclusion and implication of the study

This study observed the relevance of entrepreneurial orientation dimensions to students' entrepreneurship intention using FUD students as a focal point. The data obtained from final year students in 2017/2018 academic session. The findings of study revealed that entrepreneurial orientation dimensions of innovativeness, proactiveness and risk-taking are absolutely relevance to entrepreneurship intention.

Theoretically, as there is a lack of studies on entrepreneurial orientation as antecedents of student entrepreneurial intention in most of developing countries more especially the African context (Ibrahim, & Mas'ud, 2016), conducting the present study on the relevance of innovativeness, proactiveness and risk-taking as the independent variables of the study on student entrepreneurial intention in the Nigerian context using Human capital theory (HCM) has gone a long way in extending the capacity of this theory and its practicability across boundaries. More so, the results further extended the

generalization of the relevance of entrepreneurial orientation's dimensions on student entrepreneurial intention to the African context. Contextually, the study also shades more light on the indisputable relevance of these variables on student entrepreneurial intention in the Nigerian context.

The policy consequence of this study is on an importance of innovativeness, proactiveness and risk taking in youth

development policies in Nigeria. The Study also calls for entrepreneurship educators in Nigeria to emphasize more on installing the spirit of entrepreneurial orientation in student for them to understand their competencies in respect to entrepreneurship intention. This will in turn bring about creation of new business ventures across length and breadth of country.

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Awareness and Diffusion of TSA as Creative Governance Tool among Lagosians

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Abstract: This study examined public awareness, and of Treasury Single Account (TSA) a creative and innovative governance tool among Nigerians. Many previous studies on TSA have focused mainly on assessing the negative and positive effects and implications of the initiative, while little has been done to address the awareness and diffusion of the innovation among the people during and after its introduction. This study therefore sought to examine how the public became aware of the policy and how the innovation was diffused within the time of review. Survey was adopted to generate primary data while structured questionnaire was administered to 120 respondents randomly selected from among postgraduate students and lecturers of University of Lagos (with 96% return rate). Random sampling was informed by the need to give every member of the target group a chance to be selected while the choice of University of

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Lagos was informed by the need to involve educated and knowledgeable individuals with sufficient knowledge of the subject matter; university environment was selected purposively to simplify the process of reaching the respondents at one place without sacrificing adequate representation. Data was analysed using simple frequency and percentages. Findings show that the citizens' knowledge of the introduction of the governance instruments was slow but steady within the first three months; many of the citizens were positively disposed to TSA based on their belief that it would bring transparency and curb financial corruption. The paper recommends that the introduction of new ideas into governance, particularly technologically driven initiatives, needs to be adequately publicised through the media to enable a good majority of the citizens to understand and buy into it as citizens' acceptance and adoption are paramount.

Keywords: Awareness, Media, Treasury Single Account (TSA)

Introduction

Mismanagement of resources, corruption and indiscipline among others, rank high among factors said to be responsible for wastage of resources and robbing Nigeria of development. As Anya (2002); Agbo (2002: 270) and Adegbite (1991: 85) observe, 'the issue of corruption, mismanagement and underutilization of public enterprises had resulted in huge losses in resources and manpower potentials since independence, hence the government's decision to opt for technology-driven and creative ways to solve the problems.' By implementing this creative and innovative approach to the management of the economy, the government enthroned centralized, transparent and accountable revenue management which it hoped would eliminate operational inefficiency and unnecessary costs associated with maintaining multiple accounts. But to what extent the citizens knew and aligned with this initiative as a measure of its acceptance? Again, how did the citizens respond and participate in the new innovation? These developments

expectedly gave rise to discussions in the public sphere, including the media through which much of the information about the TSA was learnt, thus setting the agenda Onyekpere (2015).

Public awareness and opinion of the new initiatives are a function of proper communication driven by the mass media. Kolapo (2015) observes that awareness and perception are also fundamental to the success of the initiative and important factors for consideration, hence a study to examine the relationship between public awareness, the diffusion and the adoption of the innovation within reasonable time of the introduction, Udo & Esara (2016). The problem therefore is that without adequate public awareness of the new initiative and considerable adoption of same by the people, the purpose of such an innovative idea may not be fully realised. The study, therefore, examined level of public awareness, understanding, and acceptance of the initiative as a creative measure, which according to Amodu (2012), could help

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to curb corruption and improve relationship in the country.

The likelihood of citizens relying on the media to understand and appreciate social and economic matters such as the TSA depends largely on the confidence reposed on the media by the people. Pate and Bashir (2012), in their work, "Media institutions and the process of democratization in Nigeria: Perception, responsibility and challenges," assert that believability of media messages "largely depends on their credibility rating by the public which in a way is a function of individual and collective perception of the content, behaviour and quality of the outlets (pg. 31)."

Similarly, Oyesomi, Soola, Abioye, & Oyero (2014) also alluded to credibility as being central to message believability and by extension, media believability and subsequent action and reaction. Understanding the general attitude of Nigerians to the media is important in determining the possible level of knowledge of the TSA introduction and adoption by relevant people.

According to Pate and Bashir (ibid), broadcast media organizations, particularly those owned by state governments, are believed to be hardly objective in their reports especially in matters that involve their states and their ruling political parties. It is also believed that foreign broadcast stations are perceived to be reliable in providing credible information about events and personalities in the country. Again, according to Segijn and Kononova (2018), there is a positive relation between the availability of media and media multitasking behaviour; people

who are in the possession of screens such as a computer, laptop, and television are more likely to media multitask (Foehr, 2006). The authors further assert that other studies have also found that the more media and devices people own, the more they multitask.

A properly informed citizenry is more likely to respond to governance issues as well as make informed commentaries than otherwise ignorant one. As Robinson (2018) observed in his work, *A Racial Reckoning of a Progressive Ideology in Public Discourse*, citizen commenters posted counter-narratives to the dominant identity on the websites of news organizations and sought to assert a different kind of privilege.

In his study, *Analysis of Top-Down Organizational Communication in Railway Companies in the Republic of Kosovo from the Employees' Perspective*, Qerimi (2018) observed that organizational communication has always impacted organizational effectiveness and performance and concluded that for the level of communication in an organization to be satisfactory, the evaluation and performance of employees must be evaluated or appreciated and not ignored by managers.

This study investigated among others, the awareness level of the public about the TSA innovation; level of diffusion (the spreading and adoption of the TSA idea by the general public within the social system), and their key sources of information on the initiative - as previous studies have not addressed this.

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Consequently, the research questions include: What is the level of public awareness of the TSA? To what extent did the general public adopt/accept the innovation, and through what media of information did they gain knowledge of the TSA?

Concept Clarification

Innovation

According to Viatomi, Muse and Suluka (2018), innovation involves doing new things or doing existing things differently or in a new way; innovation is the hallmark of entrepreneurs who make use of their imaginative minds to do new things and exploit opportunities. Abubakar, Ibrahim and Yazeed (2018), state that innovation plays a part in moderating the entrepreneurship education and entrepreneurship relationship. A person of innovation is seen as a practical dreamer who does his homework well; he does not dwell on the status quo but rather continues to search for change with the hope to make success of his endeavour. Although innovation may be seen by many as being peculiar to the entrepreneur, however, in this paper, it is also applicable to government's ability to apply new and creative methods in solving existing problems and achieving substantial results. As in the case of an entrepreneur that is a risk taker, the government that applies innovative approaches to problem solving is definitely a bold and creative one.

Diffusion

Everett Rogers, in HIS 1962 book, *Diffusion of Innovations*, defines diffusion of innovation as a process in a social system (such as the Nigerian

society), where an innovative idea or concept (such as the TSA introduction), is spread by members of the social group through certain channels (such as the mass media). In pure sciences, diffusion is a physical process that refers to the net movement of molecules from a region of high concentration to one of lower concentration. The material that diffuses could be a solid, liquid or gas. Similarly, the medium in which diffusion occurs could also be in one of the three physical states. In the context of this paper, diffusion is used to describe the process in which the knowledge/awareness of the introduction of TSA innovation was spread among members of the Nigerian society, (from the area of knowledge (i.e. government) to the area of least knowledge – the people).

Literature Review

Public perception of TSA

Solanke (2018) examined the opinion and perception of treasury single account implementation and its implication for revenue generation and utilization in Nigeria, by analysing 200 purposively selected respondents among federal, state and local government as well as private sector employees. The study found a high level positive attitude among the respondents about the initiative while it concluded that there was need to improve public awareness of the benefits of TSA implementation in Nigeria in order to optimize revenue generation in the country. Similarly, in their work, 'An empirical study of social networking behaviour using diffusion of innovation theory, Odundo, (2003) cited in

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Odiegwu-Enwerem (2014), found that compatibility, complexity, trialability, and relative advantage were all significant factors influencing the use of social networking. The growth in social networking use by students was said to have been fuelled by a social circle incentive. Those in the group have more social interaction and pressure exists to belong to this communication circle. MCwhorter (2012) studied early adopters of innovation and identified both organizational and environmental factors as statistically significant. In the study, organizational influences were found to be stronger than environmental influences in determining the rate of adoption of innovation in hospitals.

Mboto, Offiong and Ibor (2017), also investigated public perception of the Treasury Single Account in Nigeria and found a significant acceptance of the TSA policy itself but a non-significant positive perception of its operation. They argued that TSA, as operated presently, had negatively affected the socio-economic life of the people and the operation of Government Ministries, Departments and Agencies (MDA) as a result of delays experienced in releases due to bureaucratic bottle-necks. Some scholars agree with government's confidence in the TSA as a tool to reduce waste. According to Isa (2016), in Solanke (2018), the government would borrow less hence the debt servicing cost would reduce drastically to half the current level, adding that much of money previously unaccounted for would now be recovered.

Oguntodu, Alalade, Adekunle and Adegbite (2016) also saw the

establishment of TSA as a key element of an efficient and effective public financial management system as well as an important tool for reducing government's borrowing costs. Similarly, Scott Bales (2016) conceptualized an early adopter as "a person who embraces new technology or innovation before most people do, contending that early adopters tend to buy or try out new hardware items and programs, and new versions of existing programs, sooner than most of their peers. Scott Bale's framework will be useful in determining the awareness and diffusion of the public of the TSA as introduced by the government. Further on these positive reviews, some people were of the view that prior to the full introduction/implementation of the TSA in September 2015, commercial banks in Nigeria were said to be regularly liquid. This means that Ministries, Departments and Agencies (MDAs) kept their funds (which were meant for their daily operations) in those banks as working capital. However, it was discovered that all the funds were not in one single account but found to be in 17, 000 different accounts scattered across Nigeria and overseas (www.thecable.ng). With such dispersal of funds, government found it difficult to keep track of and protect the funds from being abused.

Effect of TSA

Notwithstanding the positive reviews about TSA as seen in some previous studies, some have highlighted some of the adverse effects of the initiative in the country. According to Austine (2015), with TSA, universities found it

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difficult to discharge their duties of teaching, research and community service. Similarly, Charles (2016) and Obi (2016) assert that TSA implementation has adversely affected endowments, scholarships and management of research grants. Yusuf, Abdullahi, Emmanuel and Emmanuel (2015) also pointed out some of the failings of TSA to include the fact that deposit money banks stand to lose from the implementation of TSA AS public sector funds account for a large chunk of commercial banks' deposit. The common thread among the reviewed literature on the TSA is that authors dwelt mainly on the negative and positive effect of the instrument but not on the awareness, views and adoption by the general public, nor their sources of information on the initiative, hence this study.

Theoretical Framework

The paper is anchored on the framework of the public sphere and the Diffusion of Innovation theories. The public sphere is understood in relation to the mass media's role in the society as espoused in Habermas' 1962 work, "The Structural Transformation of the Public Space." The notion of this theory is that it would help to inform scholarship on problems of the relationship of state and civil society, the origins and prospects for democracy and the impact of the media, Calhoun, (1992: vii). Habermas made the point that an informed, knowledgeable public should dictate democratic politics in the public arena, against the secrecy that characterize autocratic regimes. Consequently, he suggests that the private political

opinions of individuals and other pressure groups should become the public opinion (formed in the public sphere) of the people as a whole which then could be construed as advice to existing political authority.

The relevant theory in this discourse is the Diffusion of Innovation theory. Diffusion of innovations is a theory profound by Everett Rogers (1962). It seeks to explain how, why, and at what rate new ideas and technology spread. Diffusion is the process by which an innovation is communicated over time among the participants in a social system. For Rogers (2003), adoption is a decision of "full use of an innovation as the best course of action available" and rejection is a decision "not to adopt an innovation". Rogers further says that diffusion is "the process in which an innovation is communicated thorough certain channels over time among the members of a social system." This theory was first discussed in 1903 by Gabriel Tarde (Toews, 2003), who plotted the original S-shaped diffusion curve. This was followed by Ryan and Gross (1943) who introduced the adopter categories that were later used in the theory presently popularized by Everett Rogers in his 1962 book, Diffusion of Innovations. Rogers listed categories of adopters to include innovators, early adopters, early majority, late majority, and laggards (Rogers, 1962, p. 150).

This paper assessed the significance of this theory to the attitudes of the relevant stakeholders to the innovative techniques in financial administration in Nigeria by considering the various

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levels or components of diffusion of innovation as enumerated above. Early adopters are extremely critical to innovation. Innovators are found to be in the smallest percentage, (12.5%); the early majority and late majority occupy the largest share of the spectrum with (34%) each; while laggards (16%) and early adopters (13.5%) follow in that

order. This identified order is significant for both manufacturers to focus their research efforts, and for Management, such as Nigerian government through the CBN not to be discouraged that the relevant persons are not adopting new innovations as much as desired within a short time.

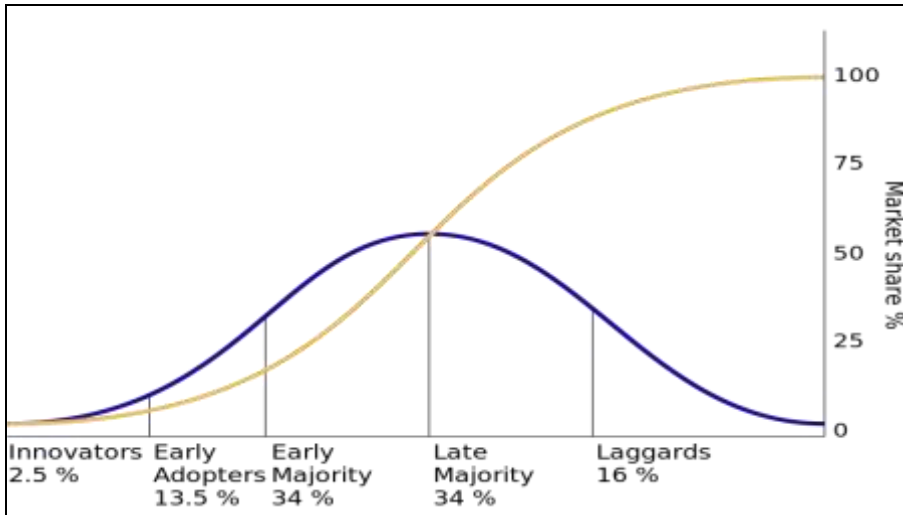


Fig. 1.1
 A typical graph showing innovation adoption framework, adapted from Scott Bales, (2014). The graph above shows five categories of the adopters: innovators, early adopters, early majority, late majority, and laggards.

Method of Study

The study adopted survey to gather data from a convenient sample randomly selected from among staff and postgraduate students of University of Lagos, Akoka, Nigeria. Structured questionnaire as a survey instrument was developed and used to obtain responses from the respondents; the unit of analysis was each of the respondent postgraduate students and staff members to whom the questionnaire was

administered. Altogether 115 out of the 120 copies of questionnaire were correctly filled and returned for analysis.

The questions were guided by the principles of the technology innovation theory which highlights the various levels of adoption of innovations within a social system and the implication of communication in the innovation framework. The key items on the research questionnaire which the

research addressed include: to find out the period of awareness of the TSA innovation in banking transaction among Nigerians; secondly to find out

their source of information on the innovation; thirdly, the respondents' main source of information on the new idea.

Data Presentation and Analysis

Table 1: Time when people became aware of TSA

S/N	Time Period	Responses %
1	First Month of the introduction	5.
2	Second Month of the introduction	27
3	Third Month	68
4	Total	100 n=115

The majority of the respondents (68 per cent) said that they became aware of TSA idea in the third month of its introduction. Only 27 per cent said they were aware in the second month while 5 per cent knew about it in the first month of the introduction. This implies that many of the respondents did not get to know about the innovation within the first month of its introduction, a situation that could have affected its early acceptance and adoption. This is, however, consistent with the diffusion of innovation theory.

The majority of the respondents indicated that they were positively disposed to the idea; they discussed it among work colleagues and got positive feedback which also encouraged them to accept the new idea as useful instrument of governance. This trend is consistent with the tenets of the diffusion and innovation theory. In this regard, awareness of the new technology, as well as influence of opinion leaders, including peers, are considered to be key factors in its acceptance and in some cases, adoption.

Table 3: Level of acceptance/adoption by citizens

S/N	Attitude of respondents	Responses %
1	Positively disposed and adopted	52.17
2	Negatively disposed, not adopted	35.65
3	Neutral about the innovation	12.17
	Total	100 n=115

The above table 3 shows that within the period under focus, 52.17 per cent of the respondents indicated that they

welcomed the new idea; 35.65 per cent were negatively disposed while about 12.17 per cent remained neutral. This

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implies that the innovation received positive review from people an

indication that government’s claim about TSA was accepted by the people.

Table 4: Key sources of information to the public

S/N	Source of information	Responses %
1	Newspaper	21.73
2.	Radio	24.34
3	Television	30.43
4	Magazine	4.34
5	Internet	10.43
6	Other	8.73
	Total	100 n=115

Table 4 above shows responses to the question about respondents’ source of information about TSA. Out of six options/categories, (30.43 %) indicated television as their major source; 24.34% said radio while another 10.43% said they got their information from the Internet concerning the introduction of the innovative products, while newspaper recorded 21.73%. There is a growing dependence on television and the Internet by the people as major source of information which must inform future communication plans.

Discussion of findings

This paper set out to investigate the awareness of the public about TSA innovation; level of adoption/acceptance by the general public and their key source of information on the initiative. The finding showed that the majority of the respondents were aware of the introduction of the TSA and BVN in the third month as indicated in table 1

where 68% confirmed that position; 27% got to know in the second month while 5% was aware in the first month. This can be assumed to mean that the process of awareness creation occurs progressively and builds up in the third month of a new innovation. This however, depends to an extent, on the level of publicity deployed to drive the initiative. Given the level of discussions and commentaries that greeted the two initiatives, it is most likely that the government deployed a reasonable amount of publicity to support the innovation. Worthy ideas should not just be introduced, but need to be supported by reasonable amount of publicity.

The paper also examined respondents’ level of adoption of the instruments and found from table 3 that 52.17% were positively disposed to it; 35.65 were negative while 12.17 % were indifferent. There is a causal relationship between positive attitude to

an innovation and its adoption. It is therefore to be expected that the full adoption of the innovation was a function of the citizens' positive disposition towards it, indicating that they were receptive to the idea. This finding reminds us of the need to create a positive aura around any prospective idea before it may be introduced to the people if we hope to achieve high degree of acceptance. Unfortunately, the common practice, especially among governments is to push ideas unto people's faces without the preliminary effort to curry people's understanding and buy in. This is part of the reasons some government policies and programmes tend to fail.

Table 4 helps to answer the research question 4 which is concerned with the respondents' key sources of information. Television ranked highest with 30.43%; followed by radio with 24.34% and newspaper 21.73 per cent. Internet trailed behind with 1.43% as the sources of media information on the initiatives while other sources accounted for 8.69%. It is not surprising that television is the most used medium of information given its audio and video impact. However, the contribution of Internet (1.43%) appears not to be in line with the growing popularity of the medium. The study shows that the introduction of the TSA and BVN in the Nigerian banking system was understandably an innovative, technology-driven initiative for the government as it achieved a number of set goals, considered to be gains by the administration and other knowledgeable personalities within the economy. As a

new innovation, there were doubts about its usefulness and effectiveness; however, these doubts soon gave way to fear of loss of business and deposits especially by the commercial banks who had for long benefited from the previously unregulated process. It is unarguable that the various discussions, commentaries and media portrayals must have enhanced people's understanding, acceptance and participation in the government initiative, hence justifying the need for adequate promotion and publicity for good ideas to flourish.

The source of information to the people is of paramount importance for present and future planning. In this study, it has been discovered that television is the people's first choice in accessing information. The power of television is in its combination of audio and visual to create impact. The limitation of power outages and poverty among majority of Nigerians was expected to affect access to television; but as the study shows, this was not so. The next important medium, according to the study, was radio, which typically is light weight and flexible to be used anywhere. This finding should inform publicity and PR planners on media consumption patterns of Nigerians. The result on Internet as an information source is not quite encouraging; it requires further enquiry as it runs contrary to expectations and may suggest low digital literacy among Nigerians.

Conclusion and Recommendation

Based on the findings of this work, it is hereby concluded that the introduction of the governance instruments was

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gradually but steadily learnt of by citizens within the first three months. This awareness probably determined people's attitude to the idea based on what they perceive of the initiative. There was also a general acceptance of the idea by citizens which also fits in with Roger's concept. The paper also concluded that the media were instrumental to awareness and acceptance of the idea as shown by the significant roles television radio and Internet played in disseminating the information.

Based on the findings and conclusion, the paper recommends that:

1. Introduction of new ideas into governance, particularly technologically driven initiatives, need to be adequately publicised through the media to enable a good

majority of the citizens to understand and buy into it.

2. Following the above recommendation, it is hereby recommended that citizens' acceptance and adoption should be made paramount even as the innovations are driven through the social system. Failure to do this may affect the success of the initiatives.
3. Finally, important programmes of government need to be adequately publicised through the media including television, radio, newspaper and the Internet. Despite the seeming popularity of the social media, it appears that the majority of the people still rely on the traditional media for sourcing important national news.

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