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# Developing a Model for Employees' Intrapreneurial Engagement and Organizational Survival

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**Abstracts:** The survival of any organisation in the midst of economic hardship and competitiveness is becoming a serious concern. One of the strategies organisations can adopt is to tap into the intrapreneurial potentials of their employees. The main objective of this study examines the strategic roles of employees' intrapreneurial engagement and its implication for organisational survival. A descriptive research method (Structural Equation Model {AMOS 22}) was applied to analyse the two hundred and fifty-nine (259) copies of valid questionnaire completed by the respondents using stratified and simple random sampling techniques. However, the study indicated that fostering employees' intrapreneurial engagement have positive significant implications on organisational survival. This suggests that employees' empowerment, involvement, autonomy, relationships and reward system have significant effects on organisational survival. It is therefore recommended that organisations should challenge their employees by providing them with autonomy and the freedom to innovate and carve out spaces for them to take risks and experiment.

**Keywords:** Intrapreneurship, Empowerment, Involvement, Autonomy, Relationships, Reward, Engagement

## Introduction

The survival and sustainability of 21<sup>st</sup> century organisations in the midst of increasing competitive pressure requires that organisations invigorate intrapreneurial initiatives among the employees toward enhancement of job

performance and organisational survival (Jasna & Bostjan 2011; Bhatia & Khan, 2013). Intrapreneurship is being perceived to be one of the dynamic approaches that helps organisations to attain a better competitive position (Qureshi, Rasli, Jusoh & Kowang,

2015). Fostering employee's intrapreneurial engagement however becomes an indispensable strategy that can be adopted for employees' willingness to take proactive initiatives towards improved work and exploring business opportunities (Parker, 2011; Arnab, 2014). Engagement of employees via empowerment, involvement, autonomy, relationships and adequate reward system are likely to compel employees to generate new ideas and innovation in the pursuits of opportunities that can reinforce the organisational overall strategic goal and performance (Antoncic & Hisrich, 2003; Sebor, & Theerapatvong, 2010). However, organisations that fail to promote and encourage intrapreneurial initiatives of its workforce are likely to lose employees with distinctive competencies (Ireland, Covin & Kuratko, 2009; Armstrong & Tylor 2014; Simon & Barr, 2015). Besides, in spite of the attention given to intrapreneurship or corporate entrepreneurship, many organisations are yet to fully explore the opportunities and profusely engage employees' intrapreneurial potentials towards sustainable organisational survival especially in Nigerian manufacturing sector.

It is on this premise that this paper seeks to investigate the effects of employees' Intrapreneurial engagement and its implications for organisational survival. The significance of this work stemmed from its objectives as follows: (i) to analyse how employees' empowerment affects organisational survival; (ii) to examine the effect of employees' involvement on organisational survival; (iii) to evaluate the influence of employees' autonomy on organisational survival; (iv) analyse the effect of employees' relationships and the role of

reward system on organisational survival.

## **Literature Review**

### ***Intrapreneurship as a Concept***

The concept of intrapreneurship which is also known as corporate entrepreneurship is a process by which an existing organisation consider new business opportunities that is totally different from the existing organisation (Piening & Salge, 2015). The new business oftentimes leverages on the already established company's activities, assets, competencies and other resources. As noted by Azami, (2013) intrapreneurship motivates employees to come up with distinctive business initiatives without necessarily taken formal permission by the management. Employees who are intrapreneurial invigorated have strong desire to take initiatives in the pursuit of new business opportunities (Urbano & Turro, 2013). However, the intrapreneurial opportunities that the employees can take advantage of are: generation of new business ideas that will position the organisation for sustainable competitive advantage; productive engagement of employees' distinctive competencies or capabilities in generating fresh insight; encouragement of employees' commitment and involvement in taking new initiatives; empowering employees to go beyond the normal schedule among others (Kacperczyk, 2012; Simon & Barr, 2015).

### ***Employees' Empowerment and Organisational Survival***

It has been observed that any organisation that empowers its employees are more likely to get the best out of them which will invariably trigger innovation and commitment that will positively have a direct impact on

job performance (Elnaga & Imran, 2014). Empowerment is described as a level of autonomy and responsibility given to employees in taking decisions about their job without necessarily taken approval from the immediate superior (Ghosh, 2013). Empowerment compels employees to be motivated and enthusiastic in utilizing their distinctive capabilities and creativity towards organisational survival (Sharma & MKaur, 2011). Employees' empowerment is also one of the strategies that organisations use to drive innovative thought that foster creative abilities (Lee, Hwang, & Choi, 2012). Employee empowerment to take initiatives, participate in decision making process, solving problems and taking charge of projects as well as having freedom to get the job done require clear effective communication and feedbacks (Elnaga & Imran, 2014). This will motivate and stimulate employees' mental and physical capabilities to engage in critical and creative thinking that will make them see new business ideas and opportunities that the organisation can venture into. However, as suggested by Molina & Callahan (2009), employees must be well trained, equipped and fairly remunerated to get the best out of them.

### ***Employee Involvement***

The ability of the organisations to encourage employees' participation or involvement in the day-to-day affairs of the organisations will boost employees' creative thought and critical thinking (Irawanto, 2015). It has been discovered that employees' who have been empowered and adequately trained are more involved and committed in taken new initiatives and are ready to work beyond normal job schedules

(Bockerman, Bryson & Iilmakunnas, 2012). Evidently, employees' involvement makes them have a sense of belonging thereby enhancing performance. Other scholars such as BarNir (2012); Bhatia & Khan (2013) posited that involving employees in a project from the beginning is one of the strategies that triggers genuine commitment.

### ***Employee Autonomy***

Studies have established that employee's autonomy tends to compel the individual employees in an organisation to be more committed and as well use their discretion to see to the achievement of the organisational goals and objectives. Employees autonomy involves delegation of responsibilities and authority to employees and oftentimes activates innovativeness (Rutherford & Holt, 2007). Besides, employees' freedom to use their discretion makes them to have psychological ownership of their job thus, propelling them to exert energy, invest time and come up with groundbreaking ideas that will eventually position the organisation for competitive advantage. Organisations must take proactive steps in fostering employees' intrapreneurial engagement by providing a platform that will allow the employees to have full control of their work process and offer necessary support even when they commit errors while innovating (Kuratko & Hodgetts, 2007).

### ***Employee Relationships***

Harmonious and cordial relationships between the employees and employers of labour oftentimes triggers best innovative ideas. A positive working relationship with one another irrespective of the grade level and designation provide platforms to persevere and creates an environment

that motivates innovative activities and entrepreneurial dispositions within an organization (Armstrong & Taylor, 2014). Some of the things that can foster employee relationships in the world of work includes but not limited to getting to know each other, playing together during break and close of business among others (Clark, 2008).

### **Rewards System**

Reward system plays a vital role in making employees to act as intrapreneurs. The competitiveness and fairness of reward system determines the extent to which organisations can foster employees' intrapreneurial engagement. The employees' perception and level of trust in the reward system determines their level of engagement, involvement, commitment to innovation, and their willingness to undertake the risks connected with the intrapreneurial activity (Falola, Ibidunni & Olokundun, 2014). Therefore, enriched performance based reward system can stimulate employees' commitment in taken new business initiatives by exploiting new business opportunities (Hayton, 2005)

### **Research Methods**

The data for this study were collected from a survey of employees in selected manufacturing industries located in Agbara, Ogun State, Nigeria. However, the choice of the Agbara was because of the high concentration of industries in the area. Meanwhile, manufacturing industry chosen for this study were the first generation manufacturing industries located in Agbara, Ogun State, Nigeria. Three hundred (300) copies of questionnaire were administered but only two hundred and

fifty-nine (259) copies were retrieved representing 86.3% response rate. Employees' intrapreneurial engagement was measured using Corporate Entrepreneurship Assessment Instrument (CEAI) developed by Kuratko and Hornsby (2008) with little modifications to suit the constructs of the subject matter. Five-point Likert scale that best describes the degree to which the respondents agree with each item in the questionnaire was used. A descriptive research design and (Structural Equation Model (AMOS 22) was used to analyse the degree of relationship and resultant effects between the dependent and independent variables of the study.

### **Result And Discussion Of Findings**

Sequel to Regression Weights depicted in Table 1 below which shows the level of correlations that exists between the variables can be categorized as strong or low. The relationship between employees' autonomy and employees intrapreneurial engagement is positive and estimated to be  $r=.163$  ( $p<0.05$ ). The level of relationship between employees' empowerment, reward systems and intrapreneurial engagement are positive and estimated to be  $r=.041$  ( $p<0.05$ ) and  $r=.109$  ( $p<0.05$ ) respectively. Similarly, there was a positive relationship between employee relationships, involvement and intrapreneurial engagement estimated at ( $r=.051$ ,  $p<0.05$ ) and ( $r=.144$ ,  $p<0.05$ ) in that order. Also, the relationships between employees intrapreneurial engagement and organisational survival are positive and estimated to be at ( $r = .837$ ,  $p<0.05$ ).

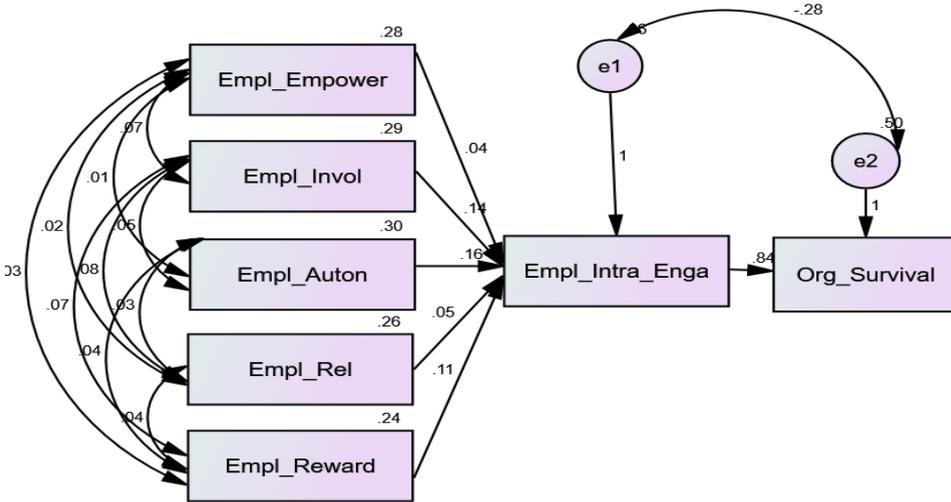
**Table 1: Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Empl_Intra_Enga	<---	Empl_Auton	.163	.087	1.872	.061	Significant
Empl_Intra_Enga	<---	Empl_Empower	.041	.062	.664	.507	Significant
Empl_Intra_Enga	<---	Empl_Reward	.109	.070	1.550	.121	Significant
Empl_Intra_Enga	<---	Empl_Rel	.051	.066	.778	.436	Significant
Empl_Intra_Enga	<---	Empl_Invol	.144	.075	1.931	.054	Significant
Org_Survival	<---	Empl_Intra_Enga	.837	.374	2.236	.025	Significant

**Note: C.R. = Critical Ratio; S.E. = Standard Error; \* significant at 0.05**

Confirmatory factor analysis was adopted to evaluate the validity and to assess the goodness of fit of the model (Byrne, 2001). Structural Equation Modelling AMOS (Analysis of Moment Structure) path analysis version 22.0 was used for the analysis of the variables in order to determine the level of fitness. Various model fit indices such as chi-square ( $\chi^2$ ), chi-square/degree of freedom ( $\chi^2/df$ ), Comparative Fit Index (CFI); Normed Fit Index (NFI); Relative Fix Index (RFI); Incremental Fix Index (IFI); Tucker Lewis Index (TLI) and Root Mean Square Error of Approximation (RMSEA) were considered. Meanwhile the significance level was set at  $p < .05$ . The results of CFA analysis suggest that the factor loadings for all major variables range between 0.71 and 0.93.

The Cronbach alpha values reported for the variables are as follows: employees' autonomy = 0.87, employees' empowerment = 0.79, reward system = 0.84, relationships = 0.77, involvement = 0.78, and organisational survival = 0.89. the model was tested using SEM. The minimum benchmark for model fitness index which must be above 0.9 as posited by Awang, (2012) and Tabachinck and Fidell, (2007) was considered. However, the result shows that all the fit indices are above the minimum value ( $\chi^2 = 12.450$ ,  $p = .003$ ,  $\chi^2/df = 4.036$ ; CFI= 919; NFI=.969; IFI = .933; GFI =986; TLI = 957; RMSEA =.087; AGFI =.905). All the fits indices are above the minimum acceptable value indicating a good fit. The result of structural equation model is depicted in figure 1:



**Fig. 1: Results of the Structural Equation Model of the Data Collected**

**Discussion of the Findings**

The model shown in figure 1 indicates the regression between employees’ empowerment, involvement, autonomy, relationships and reward system on organisational survival. All the variables tested have positive path coefficients as strategies that tend to foster employees intrapreneurial engagement and enhancement of organisational survival. However, the path coefficient scores (regression weights) of the observed constructs explain the regression between the studied variables. The regression weight between employees’ empowerment and intrapreneurial engagement is .041 (p<0.001) which indicate that when **empowerment** goes up by 1 standard deviation, **intrapreneurial engagement goes up** by 0.041 standard deviations, therefore, the regression weight for empowerment in the prediction of **intrapreneurial engagement** is significantly different from zero at the 0.05 level. The implication is that the ability of the organisations to empower employees will foster organisational survival.

similarly, the effects of employee autonomy and relationships show the path coefficient of .163(p<0.001) and r=.051(p<0.05) respectively. Therefore, when **autonomy** goes up by 1 standard deviation, **intrapreneurial engagement** goes up by 0.051 standard deviations while relationship goes up by 0.051 standard deviations in that order. The effect of employees’ involvement and reward system on **intrapreneurial engagement** is positive with the regression weight of .144, (p<0.05) and .109, (p<0.05), therefore, when involvement and reward system goes up by 1 standard deviation then **intrapreneurial engagement goes up 0.144 and 0.109** standard deviations respectively. It is important to note that employee **intrapreneurial engagement** has a strong relationship with organisational survival with positive coefficient value of .837 (p<0.05). Evidently, when **intrapreneurial engagement** goes up by 1, organisational survival goes up by 0.837.

## Conclusion

The study provides insight into the significance of employees' intrapreneurial engagement as a panacea to organisation survival. The study will assist the management and other stakeholders in the manufacturing industry to understand the significant relationship that exists between employees' empowerment,

involvement, autonomy, relationships and reward system and its significant effects on organisational survival. It is also imperative to state that the study serves as an eye opener to the management of manufacturing industries to ensure that adequate efforts are taken to foster employees' intrapreneurial engagement to drive organizations' quest for survival in the midst of competitiveness.

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# Entrepreneurial Skill Acquisition as a Facilitator of Self-Employability among Nigerian Youths

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**Abstract:** Objective of this research is to present argument in favor of the concept of entrepreneurial skill acquisition as a panacea for unemployment among youths in Nigeria. Based on a conceptual analysis, the study examines strategic industries in which youths should focus efforts in, in developing innovative skills that can stimulate self-employment, create jobs and enhance economic growth and development. The outcome from this research will guide efforts of youths and government towards strategic areas that can promote entrepreneurial practices in Nigeria. The implication of the research to Nigerian youth showed that there are presently strategic industrial sector in Nigeria that contribute to the GDP besides the Oil Sector. The researcher recommended among other things that facilitators of entrepreneurial skill training and workshop program, must ensure that skill being taught to the youth match the requirements of the strategic industries in Nigeria.

**Keywords:** Entrepreneurial skill acquisition, Entrepreneurship Self-Employment, Unemployment, Nigeria.

## 1. Introduction

In the world today, unemployment remains one of the toughest nut to crack and the Nigerian economy is not left out. Claudia, Christoph, Mariangels and Diego (2009), in their study cited ILO (2008) and UN (2007), respectively that

“today’s world contains an estimated 1.2 billion young people aged between 15 and 24 years (an increase of 17% compared to 1995), that is 24.7% of the world’s working-age population and about 87% of them live in developing economies.” Information from the

International Labour Organisation (ILO) on whose recommendation most countries in the world unemployment methodology is based including Nigeria, asserts that 201 million people globally are unemployed and that this may rise to 219 million by 2019. "With 8 million Nigerians technically unemployed (not including the remaining 14.4million underemployed), this means four percent of the world's unemployed population are Nigerians (punchng, 2017). The data from the International Labour Organization (ILO) in 2004 report revealed that youth (18-30) make up nearly half (47 per cent) of the world unemployed population. According to Odia and Odia, (2013) the unemployment rate of Nigeria was put at about 19.7% above world average of 14.2% by the World Bank, with 41.6% unemployment rate reported for youth in the 18 to 24 years age bracket. Lemo (2013) opined that, given the Nigerian youth unemployment situation, entrepreneurship remains the viable option to become self-employed, reduce unemployment, poverty and empower the youths to develop their businesses, pursue their dreams and contribute to overall productive capacity and national economic growth and development. Therefore entrepreneurial skill acquisition has become an essential bail out for youth self employability and the attainment of economic development (Musa, Wuritka & Zipporah, 2005). Existing literature such as Omoruyi and Osunde, (2004), Maigida, Saba and Namkere (2013), Paul, (2017), have discussed entrepreneurial skill acquisition from a concept exposition perspective without necessarily pointing out the strategic industries of the Nigerian economy which the youth can acquire necessary entrepreneurial skills in for facilitating their self-

employability. In this research work entrepreneurial skill acquisition is defined as acquiring knowledge and expertise in skills that enhance the entrepreneur's personal livelihood through their involvement in enduring business startups, that can further enhance employment opportunities, and promoting economic development and growth. Therefore this research is focused on examining entrepreneurial skill acquisition as a facilitator of self-employability among Nigerian youth.

## **2. Literature Review**

### **2.1 The Concept of Entrepreneurial Skill Acquisition**

According to Maigida, Saba and Namkere (2013), private sector is what drives the world today, and economic prosperity in the 21<sup>st</sup> century needs the functioning of entrepreneurial skill. Entrepreneurial skill acquisition can be defined as not just about acquiring skill but acquiring knowledge and driving towards enterprise in skills that enhance personal livelihood through enduring business startups, enhancing employment opportunities, and promoting economic development and growth.

According to Nkechi, EJ and Okechukwu (2012) Entrepreneurial success depends on an entrepreneurial ability to identify opportunity in the environment, take initiatives towards desirable change and ensure value based solution in the market place. Uzochuwu, Lilian and Chidiebere (2015), Tijani-Alawiye (2004), observed that entrepreneurs successfully run innovative enterprises, nurture them to grow and sustain them, with a view to achieving broad socio-economic development goals. In essence entrepreneurs through entrepreneurial development such as in skill acquisition create job opportunities or become self-

employed. Entrepreneurial skill acquisition is the ability to learn or acquire entrepreneurial skills.

### **2.1.2 Entrepreneurial Skill Acquisition and Self Employability in Nigeria**

Entrepreneurial Skill acquisition, is a strong force in pushing self-employability. This has become among other things part of the policy thrust of the Nigerian Government. In order to promote self-employability and reducing high unemployment rate among Nigerian youth entrepreneurial programmes was established in the country by former President Olusegun Obasanjo through the establishment of National Empowerment and Development Strategy (Needs), while the Directorate of Food, Roads and Rural infrastructure (DEFRI), the National Directorate of Employment (NDE), and the People's Bank of Nigeria was established under the former government of General Ibrahim Badamasi Babangida, (Maigida, Saba & Namkere, 2013). According to Odia and Odia (2013), "entrepreneurial skills acquisition can be obtained through various avenues such as: attending entrepreneurial training classes, development programmes, seminars, workshops, etc. universities, job rotation, special (intensive) training, article ship or apprenticeship, organizational learning, research and development Institutions, consultants, national and international agencies and bodies ,non-governmental organizations (NGOs) and professional bodies." That is to say once these training have been obtained by the Nigerian youth from the various avenues as stated above this would help them acquire the necessary skill to be self-employed. Ogundele, Akingbade and Akinlabi (2012), cited Mullins (2010), that "training is the

process of systematically acquiring job related knowledge, skill and attitude in order to perform with effectiveness and efficiency specific tasks in an organization." Maigida, Saba and Namkere (2013), Competencies of individual's entrepreneurial skill acquisition in Technical Vocational Education and Training (TVET) are tailored in a way that it will bring self-employability, employment generation and economic self-sufficiency to Nigerian youths. Through short and long-term training, many African countries including Nigeria have been made to understand that there is no substitute for training in TVET as it is necessary for the alleviation of poverty and to foster self-employability through skill acquisition. In describing TVET it is any form of education whose primary purpose set Nigerian youth towards gainful employment in a going concern. It was revealed through a study of entrepreneurship development and growth of enterprises in Nigeria, that several policy interventions in Nigeria that were aimed at improving entrepreneurship development via small and medium scale enterprises have not been successful but instead in the areas where building in-country entrepreneurial capacity should have existed, entrepreneurs have been found to be distribution agents of imported products (Ebiringa 2012). There is need for the government and organized private sector to employ more efforts to support entrepreneurial training programs in tertiary education system.

On the need to reduce unemployment through entrepreneurship in Pakistan. It was shown that the regression results reflected high rate of unemployment associating with low level of entrepreneurial development in economy of Pakistan, (Asad, Ali &

Islam 2014). Entrepreneurial training and education employs Nigerian youth to become jobs creator rather than job seekers. It also equips them with skills for constant improvement and innovations in their undertaken. The skill for entrepreneurial acquisition leading to self-employability can be classified into three main areas such as; Technical skills, Business management, Personal entrepreneurial skills. Writing, listening, oral presentation, organizing, coaching, being a team player, and technical know-how are entailed in the technical skills. While starting, developing and managing an enterprise are what constitute the area of business management skills. And Skills such as inner control (discipline), risk-taking, being innovative, being change-oriented, being persistent, and being a visionary leader among others, makes up the personal entrepreneurial skills, which is what also differentiates an entrepreneur from a manager, (Ogundele, Akingbade & Akinlabi). In the work of Maigida, Saba & Namkere (2013) and Sekenu (2004). The only way to empower the youth is to encourage them in acquiring adequate and qualitative entrepreneurial skill in order to make them job creators and self-employed. Maigida, Saba and Namkere, further opined that entrepreneurship skills is a platform that helps the youth acquire the mind set and know-how tailored towards successfully being self- employed or having a viable career option.

### **2.1.3 Identifying Strategic Industries in Nigeria Economy**

According to National Bureau of Statistics (NBS) (2016), entrepreneurial skill acquisition can be acquired from sectors strategic to the Nigerian economy. But over the years scholars, and some facilitators of entrepreneurial

skill acquisition have excessively stream lined this skill to be a common activity and a basic skill that any individual interested in it can be given training without having the full knowledge whether or not such a skill has been identified as part of a tiny, cottage, small, medium or large scale strategic industry within the Nigerian economy. Skills like in, hairdressing, make-up artistry, fashion designing, shoe-making, public speaking, food processing, catering services, fish farming e.tc. are most of the times taking for granted with the perception that it is too small to be classified as strategic, and that it is just a skill merely for meeting personal needs or immediate family needs, limiting its importance and deemphasizing the need for youth to take seriously and becoming entrepreneurial in such skills relating to a tiny, cottage, small, medium or large scale industry strategic to the Nigerian economy and a means for self-employability, contributing to the nations GDP and growing the economy. Strategic industry in Nigeria's economy is viewed as industries that contribute the most to Nigeria's GDP, consistently over the past, say 5 years (NBS). Nigeria is the 10th largest producer of oil in the world, and third in Africa. The oil sector supplies 95% of foreign exchange earnings and over 90% of total exports. Despite all of these there are still some strategic industries in the Nigerian economy that have contributed to the country's gross domestic product (GDP) and are surviving in the prevailing recession, in which the Nigerian youth can acquire entrepreneurial skill and become self employed. The International Monetary Fund (2016) listed Nigeria, among other countries of the world, as an emerging market and developing economy.

Nigeria's Economic Recovery Growth Plan (ERGP), (2017), considers the need for youth to build and acquire skill interventions, producing on made in Nigeria goods in areas such as youth dominated sectors which are in the, agriculture, industry, and services which will also improve growth and diversification of the economy through their acquired skills in these sectors, thus making themselves entrepreneurial and self-employed, further reducing

unemployment and under-employment in the nation.

### Methodology

Secondary source was used as the means for data collection, from records of the National Bureau of Statistics web site in the past 5years showing the strategic industries identified in Nigeria and its contributions to GDP. These data are what constitute table 1, 2, 3 and 4 below.

**Table 1 The Strategic Industries In Nigeria**

Ind. Type	Agriculture	Industry	Services
S/N			
1	Crop Production	Mining And Quarrying	Electricity, Gas, Steam and Air Conditioning Supply
2	Livestock Production	Crude Petroleum and Natural Gas	Water Supply, Sewerage, Waste Management and Remediation
3	Forestry	Coal Mining	Trade
4	Fishing	Metal Ores	Construction
5		Quarrying and Other Mining	Accommodation and Food Services
6		Oil Refining	Transportation And Storage
7		Cement	Road Transport
8		Food, Beverage and Tobacco	Rail Transport And Pipelines
9		Textile, Apparel and Footwear	Water Transport
10		Wood and Wood Products	Air Transport
11		Pulp, Paper and Paper Product	Transport Services
12		Chemical and Pharmaceutical Products	Post and Courier Services
13		Non-Metallic Product	Information and Communication
14		Plastic and Rubber Products	Telecommunication and Information Services
15		Electrical And Electrical	Publishing
16		Basic Metal, Iron and Steel	Motion Picture and Sound, Recording
17		Motor Vehicles and Assemble	Broadcasting
18		Other Manufacturing	Arts Entertainment and Recreation
19			Finance and Insurance Services
20			Financial Institutions
21			Insurance
22			Real Estate

23		Professional Scientific and Technical, Services
24		Administrative and Support Services
25		Public Administration
26		Education
27		Human Health and Social Services
28		Other Service Activities

Source: National Bureau of Statistics (2012-2016)

According to the National Bureau of Statistics there are two major sectors in Nigeria and these sectors are; the oil sector and the non-oil sector. Table 1 shows industries that are available within the Nigerian economy in the non-oil sector and how these industries are

very strategic to her economy through their annual contributes and growth to the GDP of the Nigerian economy. The strategic industries as given above are what the youth should look out for to acquire necessary skills in, in order to facilitate their self-employment

**Table 2 Annual Growth Rate of The Two Major Sectors in Nigeria Economy**

S/N	Major Sectors	2012	2013	2014	2015	2016
1.	Non-Oil Growth Rate	5.81	8.42	7.18	3.75	-0.22
2.	Oil Growth Rate	-4.95	-13.07	-1.32	-5.445	-13.65

Source: National Bureau of Statistics (2012-2016)

In Table 2. above it reflects the GDP of the Nigerian economy which are from two major sources which includes the oil sector and the non-oil sector. Table 2 shows that the annual growth of this two major sectors reflects that in 2012 the non-oil experienced 5.81% annual growth rate, and in 2013 the annual growth rate was 8.42, and in 2014 the

annual growth reflected 7.18% and in 2015 the growth was 3.75 while in 2016 it was -0.22%, in comparing the non-oil sector to the performance of the oil growth the table shows that the non-oil sector performed better than the oil growth rate, even though both sectors experienced fluctuations.

**Table 3. Annual Real Contributions Rate By Sector % Year On Year On**

S/N	Non-Oil Sectors	2012	2013	2014	2015	2016
1	Agriculture	23.91	23.33	22.91	23.11	24.43
2	Industries	25.61	22.81	24.93	23.71	22.02
3	Services	50.48	53.86	52.16	53.18	53.55
	Total	100	100	100	100	100

**Table 4. Annual Real Growth Rate by Sector % Year on Year on**

S/N	Non-Oil Sectors	2012	2013	2014	2015	2016
1.	Agriculture	6.70	2.94	4.27	3.72	4.11
2.	Industries	2.43	2.16	6.76	-2.24	-8.53
3.	Services	3.97	8.38	6.85	4.78	-0.82

**Source: National Bureau Of Statistics (2012-2016)**

According to table 3 and table 4 respectively, it reflects that the non-oil sector comprises of three major sectors such as the Agricultural sector, the Industrial and the Service Sector. The annual real contributions and growth of these three major sectors to GDP in the past 5 years that is, from 2012-2016 in the table above. The table shows that all the three major sectors in the non-oil sector experienced ups and downs in their annual contributions to GDP over the past 5 years which also reflected in their growth rate. According to NBS (2012) one of the cause of the ups and downs in agriculture was as a result of floods. Agriculture in 2012 contributed to the annual GDP at 23.91%, in 2013 it reflected 22.33% in its annual contribution to GDP, in 2014 the annual contributions was 22.91%, in 2015 it had 23.11% as its annual contributions, while in 2016 it reflected 24.43%. Agriculture also experienced an annual growth rate of 6.70 % in 2012, 2.94% in 2013, 4.27% in 2014, 3.72% in 2015, and 4.11% in 2016.

The Industrial sector is another major sector that has so many strategic industries within it, the industrial sector like the agricultural sector has also experienced ups and downs in its contributions to the annual GDP of the Nigerian economy. In 2012 its annual contribution to the GDP was 25.61%, which was greater than that 2013 annual contributions which had 22.81% in

2013, it further contributed to the annual GDP at 24.93% in 2014, which is an increase in compared to the previous year 2013 and in 2015 the annual contribution to GDP was 23.71% which was a decreased compared to in 2014, while in 2016 its annual contribution was 22.02% which was a further decrease compared the previous year 2015. The industrial annual growth rate in 2012 experienced up to 2.43% growth , in 2013 it experienced 2.16% annual growth rate, in 2014 it experienced 6.76% annual growth rate ,in 2015 it experienced a negative growth rate of -2.24% , while in 2016 it experienced a negative growth rate of -8.53%. Despite these fluctuations in the growth rate above the youth should see more than these fluctuations because these percentage of the annual contributions and growth rate is a pointer that there is more to be achieved and reflects more opportunity in among the activities within the industrial sector.

The service industry, this is another strategic industry in the Nigerian economy as a result of its annual contributions to GDP, which cannot also be over looked even if there are fluctuations in its annual contributions. In 2012 the annual contributions to GDP was 50.48% which was higher in 2013 which projected 53.86% as its annual contribution to GDP. While in 2014 its annual contribution to GDP was 52.16% which reflects decrease in contribution

to GDP compared to 2013, and in 2015 its annual contribution to GDP was 53.18% reflecting an increase compared to year 2014, while in 2016 the annual contribution recorded was 53.55% which was an increase compared to the previous year. Furthermore the annual growth of the service industry in 2012 experienced 3.97% annual growth rate, in 2013 the annual growth rate increase to 8.38%, and in 2014 the annual growth rate fell to 6.85%, and further decreased to 4.78% annual growth rate in 2015, while in 2016 it had a negative annual growth of -0.82%.

### **The Implication of the Research to Nigerian Youth**

There are presently strategic industrial sector in Nigeria under the non- oil sector which also contributes to the GDP asides the Oil Sector. The non-oil sector comprises of sub-sectors such as Agricultural, Industrial and Service sectors.

In agriculture it is made up of four sub-activities, namely: Crop Production, Livestock, Forestry and Fishing. These sub-activities are strategic to the agricultural sector so therefore youth should look into this sector to acquire skill to facilitate their self-employability in Nigeria.

In the industrial sector, there are 13 activities in the manufacturing and allied activities which makes up the category of industrial sector. It is comprised of Oil Refining, Cement, Food, Beverages and Tobacco; Textile, Apparel, and Footwear; Wood and Wood products; Pulp Paper and Paper products; Chemical and Pharmaceutical products; Non-metallic Products, Plastic and Rubber products, Electrical and Electronic, Basic Metal and Iron and Steel; Motor Vehicles and Assembly; and Other Manufacturing which was what drove the growth of this sector in

different years within 2012 and 2016. Skills should therefore be acquired by youths in this sector to facilitate their self-employability which at a long run affects the annual growth rate of the manufacturing industry positively in Nigeria.

Furthermore within the service sector the annual contributions and annual growth to GDP were as a result of activities such as trade , construction, accommodation and food services, transportation and storage, information and communication , arts entertainment and recreation, finance and insurance services, real estate, professional scientific and technical e.tc. Therefore youths in Nigeria must endeavor to look at these activities within these sectors as they form the strategic service industry and acquire a skill in it to facilitate self-employability.

### **Conclusion**

Every Nigerian youth stands the chance to be self-employed and must be encourage not to take entrepreneurial skill acquisition for granted. As reflected in this work there are opportunities for youth in the non-oil sector of the Nigerian economy which is made up of major sectors with strategic industrial activities such as in the Agricultural, Industry and service sectors., and acquiring entrepreneurial skills in them will be the key in facilitating their self-employability. Youth must also endeavor to build in themselves the entrepreneurial traits and characteristics such as passion, perseverance, persistence and willingness to work hard which will give any individual what it takes to operate a successful going concern.

### **Recommendations**

The following recommendations are made on how to achieve entrepreneurial

skill acquisition as a facilitator of self-employability among Nigerian youths.

1. The government should establish more entrepreneurial training and workshop programs that would serve as a guide for the youth in the acquisition of entrepreneurial skill in other to facilitate their self-employability.
2. Government should ensure that the created entrepreneurial training and workshop fees are affordable.
3. Government should ensure that fair policies are put in place in other to encourage the youths involvement in the acquisition of entrepreneurial skills.
4. Facilitators of the entrepreneurial skill training and workshop program, must ensure that skill being taught to the youth match the requirements of the strategic industries.
5. Youth must be able to maintain entrepreneurial characteristics and traits so as to be successful.

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6. Youth must read and seek for information so as to assist in their quest for entrepreneurial skills acquisition in a strategic industry within Nigeria.

By following the above recommendation vigorously and carefully by Nigerian youths and through support in various forms of encouragement from the government and facilitators in entrepreneurial skill centre, it would lead to mass self-employability.

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# Entrepreneurial Creativity and Innovation: A Tool for Solving Economic Crisis in Nigeria

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**Abstract:** Entrepreneurship remains important in the development of a nation's economy. Creativity and innovation are the universal marks of entrepreneurs. This study intends to identify the major problems of entrepreneurship which includes: Lack of Credit Facilities, corruption, inconsistent government policies and multiple taxation and thus proposing some plausible Strategies that can promote effective entrepreneurship toward economic development, examine the relevance of entrepreneurship education, enumerate the roles of entrepreneurship in solving economic problems to include; significant contribution to Increase in Gross Domestic Product (GDP) and Gross National Income (GNI), creation of employment opportunity, poverty reduction, and also identify the loopholes in government policy on entrepreneurship. The study also identify the following entrepreneurship opportunities available in Nigeria: Cash Crop farming and Fishery Piggery and Poultry Farming, as food is one of the basic necessities of man, Inland Water Way Transport, Information and Communication Technology, E-Services, Seminars, Training Centers to mention but a few and suggest pragmatic ways of entrepreneurship development in Nigeria. The research method adopts secondary source of data collection, this include the use library, internet, newspaper, review of literature on government economic policy on entrepreneurship and other theoretical works. It recommends that there should be a review of taxing policy on firms and industries, it is not enough to make policy, but implementation is very crucial. Some of the issues that require close attention include the disproportionate regulatory burden that entrepreneurs have to carry, enhancing

access to finance and the overall health of the capital markets, the financial incentives for entrepreneurs, and the protection of intellectual property. A thorough analysis of the unique challenges that entrepreneurs are facing in Nigeria is critical and should be complemented by a time bound action plan for each of the stakeholders that can foster entrepreneurship development.

**Key words:** Entrepreneurship, innovation, creativity, economic development

## Introduction

All innovations begins with creative ideas, creativity is the starting point to innovation. However, creativity is necessary but not sufficient enough for innovation. Innovation is the implantation of creative inspiration. Every successful entrepreneur needs creative innovation to sustain business success. Entrepreneurship as a cornerstone of development strategies for emerging economies has garnered support among a broad spectrum of scholars, policymakers and governments. Entrepreneurship theories and research is very important to the development of entrepreneurship and the economy at large. The functions of an entrepreneur include as an inventor, imitator, innovator, or more appropriately as a calculated risk taker. "Entrepreneurship is more than creating a business enterprise. MJ Gottlieb, co-founder of consulting firm Hustle Branding and author of "How to Ruin a Business without Really Trying" (Morgan James Publishing, 2014), said it takes a special kind of person to become a successful entrepreneur. Entrepreneurial spirit is characterized by innovation and risk-taking; it is an essential part of a nation's ability to succeed in this ever changing and increasing competitive global market. Since the global oil price crash in 2014, Nigeria has been one of the hardest-hit economies due to its over-dependence on oil as its only source of revenue. The way out of this economic crisis is entrepreneurial revolution;

entrepreneurial creativity and innovation needs to take the fore front of the Nigerian economy. The problem now is how do we help start-ups and existing firms to achieve stronger competitiveness in the market sector involving knowledge of entrepreneurship towards economic development in Nigeria? That is the scale of the challenge facing the global community as we grapple with solutions to this seemingly intractable problem. The enormity of this challenge in Nigeria is corroborated with low score for Human Development Index. (HDI). Innovation arises from organizing circles of exchange, where information is not just accumulated or stored, but created. Knowledge is generated a new from connections that were not there before. Wheatley (1994). Innovation requires a fresh way of looking at things, an understanding of people. Creativity and Innovation is the successful development of competitive advantage and as such, it is the key to entrepreneurship development. It is the presence of it that distinguishes the entrepreneur from others.

## Objectives of Study

This study intends to identify the major problems of entrepreneurship and thus proposing some plausible Strategies that can promote effective entrepreneurship toward economic development and examine the relevance of entrepreneurship education, enumerate the roles of entrepreneurship in solving economic problems identify the loopholes in government policy on

entrepreneurship and suggest pragmatic ways of entrepreneurship development in Nigeria.

### **The Concept, Approach and Theories of Entrepreneurship**

Creativity has to do with the use of imagination or original ideas to create something; inventiveness. Innovation is crucial to the continuing success of any business enterprise; innovation is the mental characteristic that allows a person to think outside of the box, which results in innovative or different approaches to a particular task. Entrepreneurial creativity and innovation are tantamount to economic development. Three main conceptual approaches to entrepreneurship, which includes:

1. A functional approach: this is concerned with the dynamic actors that make key decisions on, creativity, innovation, production, location, investment, research and development. From this perspective, entrepreneurship is a psychological trait referring to dynamism, creativity and originality. This approach also includes managers of multi-national firms, state enterprises or non-profit organizations, and a variety of dynamic entrepreneurs within organizations.
2. The firm as the key economic actor: The firms included here are owner-operated firms, incorporated joint stock companies, state-owned firms' joint ventures and subsidiaries of multinationals.
3. The owner-operated enterprises. Within this approach, the entrepreneur is the person who is both owner and is actively involved in running the business. This is related to small and medium-scale

enterprises (SMEs), startups and self-employment.

Knight (1921) views an entrepreneur as a calculated risk taker. The word, entrepreneurship is derived from the French word "entreprendre" meaning to undertake" Thus entrepreneurship is commonly defined as the process of creating a business. In the same vein, an entrepreneur is a person that creates a business.

### **Literature Review**

The situation of Nigeria economy has declined dramatically for the past eight months. The economic reforms have not been sufficient enough to reverse years of economic decline, deteriorating capacity, weakened institutions, inadequate infrastructure investment and the recent dramatic decline in stock market and banking crisis. Research shows that there is a drastic decline in the five key economic indicators which includes: GDP, manufacturing, employment, retail sales and Income. When there is a negative growth rate in GDP for more than two consecutive quarters that is an indicator of an economic recession.

According to Nigeria Finance Minister, Kemi Adeosun, (Vanguard news 10/2016 pg 2) "Nigeria's economic situation is in its worst possible time". The inflation rate shrank at 17.1%; the GDP had contracted by 2.06%, the economy by 0.36%. The National Bureau of Statistics has reported that Nigeria's economy in the second quarter, including the GDP, Inflation, Employment and Unemployment, Capital Importation and other key fundamentals: On Employment; 4.58 million Nigerians have become jobless since 2014, adding 2.6 million to unemployment figures of 1.46 million recorded in the third quarter of 2015 and 518.102 in the fourth quarter of 2015.

According to reports during the reference period, the unemployed in the labour force increased by 1,158,700 persons, resulting in an increase in the national unemployment rate to 13.3% in second quarter of 2016 from 12.1 in 2016, 10.4% in 2015 from 9.9% in third quarter of 2015 and from 8.2% in second quarter of 2015. The value of capital imported into Nigeria in the second quarter of 2016 was estimated to be \$647.1 million, which represents a fall of 75.73% relative to the second quarter 2015. This provision figure would be the lowest level of capital imported into Economy on record, and would also represent the largest year on year decrease. This would be the second consecutive quarter in which these records have been set.

Entrepreneurs play a vital role in job creation and providing opportunities to young people. Annual Job Creation Survey consistently shows that entrepreneurs' hiring plans outpace the rest. In 2015, record shows that 47% of entrepreneurs (and 77% of world-leading entrepreneurs) plan to increase the size of their workforce, compared to 29% of large corporations. As a result, supporting entrepreneurs to grow their businesses will have an impact on employment rates. The experiences of developed economies in relation to the roles played by entrepreneurship buttresses the fact that the importance of entrepreneurship cannot be over emphasized especially among the Developing Countries, this is because Entrepreneurial activities have been found to be capable of making positive impacts on the economy of a nation and the quality of life of the people. Studies established its positive relationship with stimulation of economic growth and empowerment of the disadvantaged segment of the

population, which include women, children and the poor. Hence there is need to encourage entrepreneurial creativity and innovation for the purpose of economic development. Kuntz (1988) said innovation is application of new ideas from cited creativity and believes that innovation can be a new product, new service or a new way of doing something, but creativity is ability of creating new ideas and innovative thought. Albrecht (1987) told about Creativity and Innovation and distinguished them such that creativity is an intellectual activity to create new idea, and innovation is converting creativity to action or result. He knows innovation as process steps required to conclude a new mastermind. From this point, the creative person can be non-innovative and have new ideas, but cannot supply or sell them. So often creative person is innovator, but all creative people are not necessarily innovative.

Looking at the relationship between creativity, innovation and entrepreneurship; Drucker (1985) argued that innovation is the tool of entrepreneurship. In addition, both innovation and entrepreneurship demand creativity. Innovation is fostered by information gathered from new connections; from insights gained by journeys into other disciplines or places; from active, collegial networks and fluid open boundaries. Okpara (2007). Fiona Fitzpatrick identified the following elements of innovation:

1. Challenge: What we are trying to change or accomplish-the "pull"
2. Customer focus: Creating value for your customers – the "Push"
3. Creativity: Generating and sharing the idea(s)- the "brain"
4. Communication: The flow of information and ideas –the "life blood"

5. Collaboration: People coming together to work on the idea(s)-the “heart.”

6. Completion: Implementing the new idea-the “muscle”.

7. Contemplation; Learning and sharing lessons lead to higher competency-the “ladder”

8. Culture: The playing field of innovation includes:

- i. Leadership (sees the possibilities and positions the team for action-the role model)
- ii. People (diverse groups of radically empowered people innovate –the source of innovation)
- iii. Basic values (trust and respect define and distinguish an innovative organization-the backbone).
- iv. Innovation values (certain values stoke the fires that make the “impossible” possible-the Spark).

9. Context: Innovation is shaped by interactions with the world.

In a competitive business environment, the entrepreneur and the enterprise should continue to seek out new opportunities and make the necessary arrangement to convert them into new goods and services. Innovation should, therefore, impregnate the entire enterprise for the creation and invention of competitive edge and relevancy in the market place. Innovation can take several forms:

- i. Innovation in processes, including changes and improvement to methods. These contribute to increases in productivity. This lowers cost and helps to increase demand.
- ii. Innovation in products or services. While progressive Innovation is predominant,

radical innovation opens up new markets. These lead to increases in effective demand which encourages increases in investment and employment.

- iii. Innovation in management and work organization, and the exploitation of human resources, together with the capacity to anticipate techniques.

Therefore, Innovation is the process through which the entrepreneur converts market opportunities into workable, profitable, and marketable ideas.

### **The Role of Entrepreneurial Creativity and Innovation in a Nation’s Economy**

Entrepreneurial creativity and innovation have led and will continue to lead the economic revolution that has proved repeatedly to improve the standard of living for people. Entrepreneurial creativity and innovation has helped to improve entrepreneurship activities which has played a vital role in a nation’s economy. The key roles of entrepreneurship include mobilization of domestic savings for investment, significant contribution to Gross Domestic Product (GDP) and Gross National Income (GNI), harnessing of local raw materials, employment creation, poverty reduction and alleviation, enhancement in standard of living, increase in per capital income, skills acquisition, advancement in technology and expert growth and diversification. Augustine Ahiauzu in his article, Entrepreneurship and economic development in Nigeria; the way forward, recommends that to tackle the problems of Nigeria’s economic development, concerted effort need to be made to fashion out a truly Nigerian economics ideology, and that

the Nigerian Government should improve the entrepreneurial framework to galvanizing Nigeria's total entrepreneurial activities towards improved national economic growth and development. Ehis added that the issues to solve is how to engage the unemployed Nigerians in different fields of endeavor to complement or augment different skills they have acquired in their various capacity or their God given talents and creative thinking. Ann Ogbo and Agu Chidiebere (2012) in a paper titled "The Role of Entrepreneurship in Economic Development: The Nigerian Perspective" wrote, Small and Medium Enterprises (SMEs) occupy a place of pride in virtually every country or state. Because of their significant roles in the development and growth of various economies, they (SMEs) have aptly been referred to as "the engine of growth" and "catalysts for socio-economic transformation of any country." SMEs represent a Veritable vehicle for the achievement of national economic objectives of employment generation and poverty reduction at low investment cost as well as the development of entrepreneurial capabilities including indigenous technology. The development of indigenous technological base in all countries of the world has been championed by native entrepreneurs; this will help in transferring the much needed technology for the rapid transformation of the country.

### **Challenges of Entrepreneurs in Nigeria**

The major challenges faced by entrepreneurs include:

1. Lack of Credit Facilities: Potential Nigeria entrepreneurs go through many hardships when trying to access credit facility for their businesses. Though there is a wide

range of financial institutions that offer business loans, they usually charge high interest rates deterring aspiring entrepreneurs. For instance, major banks have pegged their lending rates to as much a 28% deterring potential entrepreneurs who are mostly low income earners. Severe collateral conditions set by banks and other lending institutions. Getting venture capital to finance entrepreneurial endeavor in Nigeria is very difficult because of the political and economic instability.

2. Corruption: Widespread and all present corruption that makes the procurement of licenses, permits, goods and services from government agencies and even the payment of taxes and levies difficult without playing the game i.e. paying bribes and kickbacks.
3. Inconsistent Government Policies: Government inconsistency is really a challenge an entrepreneur will have to tackle if he must succeed in Nigeria.
4. Multiple Taxation: One sensitive challenge that is encountered by majority of Nigerian entrepreneurs is multiple taxation. Although entrepreneurs in a country have a responsibility of funding the government through paying taxes, most of the taxes charged on entrepreneurs are not lawful and have the effect of increasing the cost of doing business.
5. Low Entrepreneurship Education: There is no gainsaying the fact that education is the key to knowledge and that it plays a strong role in forming the burgeoning entrepreneur. The world today is a global village and since an intending entrepreneur must be conversant and in tune with events

around and about him, education becomes a critical factor in preparing and empowering the entrepreneur with the qualities required of him.

6. Security Issues - When there is no guarantee of security of lives and properties, it is difficult to run a successful venture. According to Arizona (2009), Nigeria has become a den of kidnapping and resulting in incessant hostage taking, kidnapping and unjust harassment. The constant political turmoil in the country greatly limits foreign investors who would be willing to provide resources for entrepreneurship in the country, which is very rich in natural resources. Political and social movements strongly affect the level of entrepreneurial activity in Nigeria. Religious intolerance and ethnic warfare limit country progress in some areas of the country.
7. Poor planning and Poor product or service: Experts say individuals who have successfully managed major events are aware of the fact that success mostly come as a result of careful, systematic, strategic planning and hard work. The entrepreneur must understand the needs of his customers and seek ways to meet these needs via the product or service which he offers to the market through innovation and creative thinking.
8. Poor infrastructures: this includes transportation and electricity

### **Need For Entrepreneurship Education in Nigeria**

According to Bawuah, Buame and Hinson, (2006) despite the critical importance of entrepreneurship to economic development; less developed

nations especially the Sub-Sahara African countries have not fully developed strategies to take advantage of this resource. What the- countries have, are haphazard policies, which do not actually reflect the importance of entrepreneurship to the economic development. National programs have been developed for the purpose of increasing entrepreneurial activity through various reforms, but these have proven abortive. There are several management training programs that have been developed to strengthen finance, marketing, personnel, and management skills, but these do not constitute entrepreneurship education.

There is an existing consensus among scholars that entrepreneurship education and training has a critical role to play in the development of entrepreneurial attitudes, abilities and related skills. According to Erkilla (2000), about 93 percent of scholars are of the opinion that entrepreneurial skill can be developed via education and training. Burger, O'Neil and Mahadea, (2005) sees the establishment of entrepreneurial education as a possible measure to promote entrepreneurship and economic development.

According to Owuala (1999), entrepreneurship education is "a programme or part of the programme that prepares individuals to undertake the formation of and acquisition of small-business". Entrepreneurship Development Programme/Education is a planned, systematic and sustained effort at inculcating and nurturing the entrepreneurial spirit among Nigerians so as to produce a pool of willing, able and successful entrepreneurs.

Entrepreneurial education is the purposeful intervention by a teacher or successful entrepreneur in the life of a learner to impact entrepreneurial

qualities and skills to enable the learner to survive in the world of business (Gouws, 2002). It aims at equipping learners with skills, knowledge and dispositions that can help them develop or implement innovative social or business plans (Nnazor, 2005). Also according to Bawuah, Buame and Hinson (2006), research evidence from different sources seems to suggest that individuals attending entrepreneurship courses have a higher tendency to start their own business at some point in their career than those attending other courses. In the view of Rae (1997), the skills traditionally taught in business schools are necessary but not sufficient to make a successful entrepreneur. While entrepreneurship students need to develop their business skills and understanding, more attention is required for the development of their entrepreneurial skills, attributes and behaviour (Bawuah, Buame and Hinson, 2006). Owualah and Obokoh (2008) posit that there should be a long term strategy that will focus on developing a set of programmes at different stages of the enterprise education drive. Such entrepreneurial education programmes could offer a progression from awareness increase to real activities to develop entrepreneurship and entrepreneurial skills, culminating in a desire to own and run a business (Owualah and Obokoh, 2008). The results of the study carried out by Thomberry (2003) also revealed that many managers can indeed be trained to act like entrepreneurs and that these actions can result in significant new value creation. This suggests that entrepreneurial training is vital for firms that are rarely satisfied with the status quo, firms that are always looking forward to creating new value.

## **Entrepreneurial Opportunities Available for Nigerian Youths**

Nigeria is a country of over 150 million people and primarily known as an oil producer. However, the country is naturally endowed with many other resources that are yet to be exploited. Sectors such as agriculture, mining, semiprecious and precious stones and other resources have taken a back seat to the petroleum industry. These present opportunities for investors. According to a report published online under strategic business team, reported by Agency Reporter (2012), Martins says if you are an experienced entrepreneur or an entrepreneur with guts; then you should know that one of the best places to invest your money and build a business is in a developing terrain. Nigeria is a developing country and one of the best places to invest or build a business is in Nigeria. An entrepreneur can invest in the following:

### **Cash Crop farming**

Cash crop is a farming venture in which crops are grown for commercial purpose. Nigeria engaged in massive importation of food, especially, rice, wheat, sugar and fish, and this has continued to bleed the nation's economy, with the four items accounting for a whopping N1 trillion loss to the nation annually. Executive Secretary, Agricultural Research Council of Nigeria, ARC/N, Prof. Baba Abubakar, disclosed this at a sensitization seminar on Genetically Modified Organisms, GMOs, and Agricultural Biotechnology organised for staff of Federal Ministry of Agriculture and Rural Development by Biotechnology Development Agency, in collaboration with other OFAB and National Bio-safety Management Agency, in Abuja August 12 2016.

## **Fishery Piggery and Poultry Farming**

The first of the fastest growing business opportunities in Nigeria is fishery and piggery farming. It's an emerging industry that hasn't reached its peak or full potential. The ban imposed by the Federal Government with respect to the importation of live or frozen poultry birds has helped to explode the demand on poultry. When accessing any of these business opportunities listed above, you must note three important facts.

- food is one of the basic necessities of man, thus making catfish piggery and poultry farming a huge potential.
- The population in Nigeria is estimated to be over 150 million and growing so that entails a growing demands for food.
- Even if the local market with 150 million Nigerians gets saturated, there is still a growing demand for fish, egg, and live or frozen poultry birds all over the world. So do your own in-depth analysis and put your money to work.

## **Inland Water Way Transport**

In fact, this is still untapped because no modern commercial boat or ferry service system has been seen in Nigeria yet. Though there are a few operators in this industry; there are no modern facilities being used by the developed countries. Another reason inland water way transport business proves viable is because population in states such as Lagos, Ogun State and Rivers, is rapidly on the rise thereby resulting in roads congestion. Since the roads are becoming heavily congested, the next means of transportation for these heavily populated states is water transport. With proper planning, a good management team and adequate funding, will break into this untapped industry and carve a niche for your business.

## **Information and Communication**

### **Technology**

When it comes to ICT, Nigeria is lagging behind compared to the western world.

### **E-Services**

Just as the world is going e-crazy; so also is Nigeria catching up with the trend? Under the umbrella of e-services; you can find the following fast growing business opportunities: E-payment, bulk SMS services, web design and hosting, database management services, e-portal management, etc.

### **Recycling**

A very good opportunity here are recycling of broken bottles, glass and wine bottles, polyten bag, pure water sachet to mention but few.

### **Methodology**

The research method adopts secondary source of data collection, this include the use library, internet, newspaper, review of literature on government economic policy on entrepreneurship and other theoretical works to understand the role of entrepreneurship towards economic development, enumerate the challenges of entrepreneurs and ascertain the efficacy of government policy on entrepreneurship development in Nigeria.

### **Discussion**

Since the global oil price crash in 2014, Nigeria has been one of the hardest-hit economies due to its over-dependence on oil as its only source of revenue. As a result, Nigeria's economic growth has declined drastically, with its currency falling to an all-time low. Investors are pulling out regularly as most of them are scared to leave their investments in the country. There is the need for entrepreneurship development in Nigeria. The profits made by entrepreneurs, payments for the various

factors of production by the entrepreneur flow as an increase into the National Income. Increase Gross Domestic Products, etc. help in improving the standard of living of the citizens and economic development of the country.

### **Recommendations**

There is the need to investigate our latent natural resources for the possibility of transmitting them into goods and services. This would require a scientific analysis of the various resources available in the country, the identification of their properties, and a determination of the extent to which those properties can be harnessed. Also there is the need to develop new technology that can be used to process the raw materials which may result from the investigation of natural resources suggested above and with a view to producing goods and services from them and adapt existing technology so as make them accept local materials that are substitutes. There should be a complete change from an almost total dependence on foreign research and technology.

The government should also review the taxing policy on firms and industries, the taxing policy should be the one that will encourage the emergence of new firms and developing the existing firms there by improving entrepreneurship development in the country. The policy environment needs to be one that will foster the growth of entrepreneurs. The burden is on policy makers to understand the key factors that help entrepreneurs to thrive. It is not enough to make policy, but implementation is very crucial.

### **Conclusion**

Entrepreneurial success in this century, therefore, depends on the seriousness

with which innovative activities are undertaken by the enterprises in terms of indigenizing input sourcing and the development of new indigenous products. The society in general will benefit tremendously from the individual enterprises undertaking innovative activities rather than leaving such to government agencies. As creativity is the root of innovation. It is a process and a skill which can be developed and managed throughout the entire enterprise. One of the first steps in creating a culture of innovation is unleashing the creativity in you. The challenge is getting to see the world with fresh ideas and to develop fresh solutions. In turn the system must take a thorough analysis of the Economic growth generated by entrepreneurship activities which is the core engine of a virtuous cycle that develops an economy. Some of the issues that require close attention include addressing infrastructure constraints, the disproportionate regulatory burden that entrepreneurs have to carry, enhancing access to finance and the overall health of the capital markets, the financial incentives for entrepreneurs, and the protection of intellectual property. The challenges that entrepreneurs are face in Nigeria are critical and should be complemented by a time bound action plan for each of the stakeholders that can foster entrepreneurship development.

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# Exploration of Material Resources and Sustainable Entrepreneurship among Women of the Yoruba Speaking Community of Nigeria

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**Abstract:** The work examined the resource endowments of Southwestern Nigeria, women levels of empowerment and participation in the exploration, exploitation, development and management of the resources, and indicates directions for women empowerment and participation in the sector. Primary and secondary data and information were used. Relevant State Ministries in Akure, Osogbo, Ado Ekiti, Ibadan, Abeokuta and Ikeja provided data and information on what resources are where for extraction, management and development. A self-structured questionnaire was used to collect data and information from 1,100 subjects on women and their employment status, empowerment, resource extraction, challenges, and suggestions for sustainable empowerment of women in Southwestern Nigeria. Data and information obtained were analyzed using tables of percentiles, a box, charts and the Likert Scale. The study was able to establish that there are quite some resource endowments in the study area, namely Kaolin, Limestone, Gold, Syenite, Gemstone, Coal, Granite, Felspar, Columbite, Toumaline, Marble, Talc, Tantalite, Glass-sand, Clay, Bitumen, Phosphate, and others that could be extracted to meet the needs of the people and, particularly the women. A good proportion of the populace still see women as domestic tools that need not be heard. But the study advocates directions for women empowerment and purposeful and profitable exploration, extraction, development and management of the resources to the advantage of the women and the community in general. The paper canvassed for education, enlightenment and empowerment of women in the sub-region of Nigeria.

**Keywords:** Resource endowment, women empowerment, Yoruba speaking communities, sustainable development

## 1. Introduction

Omoruyi, & Oronsaye (2015) in their *Women Empowerment: A Catalyst for Peace Development and Justice in Nigeria* like Mbara, Anurugwo & Alatare (2015) assert that it is universally acknowledged that women are important in the economy of any nation, and they stress that "for any nation to develop and maintain sustainability, the empowerment of its women ought to be a national priority which must be pursued with rigour" (Mbara, Anurugwo & Alatare, 2015). Like Egunyomi, Fadeyi, Folaranmi & Adedire (2001), they all arguably agree that the empowerment of women has become a significant topic of discussion with regard to development and economics. They observe that "the issues of women and empowerment came into the forefront during the United Nations decade for women (1976-1985)" as the theme of some conferences, seminars and workshops, like the Beijing Conference, has been "the need to raise the awareness and status of women and bring them into the development process" (Ike, 2005) as quoted by Mbara, Anurugwo & Alatare (2015).

The position of women in the global society has been of concern to individuals, organizations and governments. Predominantly, the last two to three decades have been bothered about the status of women: Consistently and persistently, there have been government policies and programmes towards empowerment of women (Mbara, Anurugwo & Alatare, 2015; Ike, 2005; Omoruyi & Oronsaye, 2015). Similarly, from different perspectives, there have been researches and

development focusing on women empowerment (Ike, 2005; Ojobo, 2008; World Bank Group, 2011; Omoruyi & Oronsaya, 2015). This phenomenon has not only been recognised and accepted in policy formulation, interest has continued to gather momentum all over the world (Omoruyi & Oronsaye, 2015). The authors observe that "this has gained expression in the broad revision of various international organizations to advance opportunities in diverse sectors of the global economy for the empowerment and or development of women." Also, according to them, the mounting interest in women empowerment is traceable to the recognition of the fact that women are the cornerstone for peace and sustainable development in any society. Women, as mothers, home builders and managers "constitute the building block upon which happy homes revolve."

Still, like in most communities around the world, in Nigeria, following the Beijing Conference, the government came up with a National Policy in 1998. It articulates the predicament of women and means of addressing the challenges; and emphasizes that women empowerment can best be achieved and sustained through skill acquisition, functional literacy and numeracy and enlightenment campaigns.

## 2. The Research Problem

The southwestern Nigeria is endowed with quite a number of solid mineral resources, namely, Kaolin, Limestone, Gold, Syenite, Gemstone, Coal, Granite, Felspar, Columbite, Toumaline, Marble, Talc, Tantalite, Glass-sand, Clay, Bitumen, Phosphate, and others. While some are in commercial quantities, and are exploited, developed and managed,

others remain as hidden treasure (stock) to the people, communities, governments and the nation at large. However, for those that are known, the mining and quarrying are massively carried out predominantly by men and the women appear not to be prominent in the industry: They seem to be uneducated nor empowered. This is probably not peculiar to this sector but common to all other sectors of human endeavour in the Yorubaland, the southwestern Nigeria, where, often, women are at the background; they are neither to be seen nor heard (Ike, 2005; Omoruyi & Oransaye, 2015).

### 3. Aim and Objectives of the Study

The work has examined the resource endowments of southwestern Nigeria, women's level of empowerment for participation in the exploration, exploitation, development and management of the resources; and suggests directions for women empowerment for participation in resource exploration, extraction, development and management in the Yoruba communities of southwestern Nigeria. Exclusively, the following were pursued:

- Identification of the tangible material resource endowments of the communities;
- Unraveling the level of participation of women in resource exploration, exploitation, development and management in the communities;
- Identify contributory factors to low level of participation of women in the sector?
- Indication of areas that women can participate in resource exploration, exploitation, and management; and

- Making suggestions for sustainable women involvement in the solid mineral exploration, exploitation, development, management and empowerment in southwestern Nigeria.

### 4. Research Questions

Thus, the following four research questions were proposed to, and answered by the research sample collected in the area to address the objectives of the study:

1. What are the solid material resource endowments that could be exploited, developed and managed for sustainable development in southwestern Nigeria?
2. What are the levels of participation of women in resource exploration, exploitation, development and management in the communities?
3. What are the contributory factors to low level of participation of women in the sector?
4. What are the service areas women could be empowered in the sector?

The work was limited to selected solid mineral resource endowments of the southwestern Nigeria and the women of the communities regardless of their states of origin and whatever the background. The words "resource" and "materials" are sometimes used interchangeably to refer to solid mineral resources that are exploited to meet human needs. Kaolin, Gravel, granite, coal, gold, limestone sand, stone, lateritic soils, Talc, etc are in this grouping. Also, the work did not go into the details of exploration, exploitation, production and management of the resources.

## 5. Conceptual Underpinning

For the purpose of this work and for better understanding of the relevance of some of the terms used in this work, "Resources," "empowerment" and "women empowerment" "sustainable entrepreneurship" have been explained thus:

### 5.1 Resources

A resource is an entity, tangible and intangible, exhaustible or inexhaustible - solid, liquid or gas - that a country, community, an organization or a person has and can use, especially to increase their wealth. Resource management is allocation and conservation of resources, natural and or man-made. Emphases are usually on: (1) an understanding of the processes involved in the exploitation of the resources; (2) the analysis of the allocation of the resources; and (3) the development and evaluation of management strategies in the resource allocation and utilization. But, sustainable development and environmental protection are the major goals. "Resources" connotes a source of supply, support, or aid, especially one that can be readily drawn upon when needed. It is the collective wealth of a community or nation, or the means of producing wealth by that community or the nation. To such country or community, resource is a useful or valuable possession or quality of it. In other words, it is from resources that benefits are realized.

In this study, resources refer to material resources, tangible and exhaustible, drawn upon by the community to meet their wealth needs. As earlier mentioned, the words resources, material resources and mineral resources are used interchangeably to mean solid mineral resources in the study area that are drawn upon and or could be drawn upon to meet the wealth

needs of the individual and the entire community.

### 5.2 Empowerment and women empowerment

To empower is to give an individual the authority to do something. In other words, it is giving somebody control to exercise over an entity and or self. It entails gaining or transferring of power and control over activities earmarked for an individual. Ojobo (2008) defines empowerment as the process of strengthening the existing capacities and capabilities of disadvantaged groups or individual in a society as to enable them to perform towards improving themselves, their families and society as a whole. He goes further to say that "it involves the provision of [an] enabling environment for their productive and intellectual abilities to be realized."

The World Bank Group (2011) defines Women Empowerment as "the process of enhancing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes. In other words, empowerment is an act of equipping an individual or group with the knowledge and skills needed to deal with challenges of life and for self-improvement.

Consequently, women empowerment can be seen as a synthesis of the two words "women" and "empowerment." Thus, the phrase "Women Empowerment," is the process of improving the potential of women for effective participation in all aspects of development of their community in particular and the nation at large. As Okukpon (2015) asserts, women empowerment enables individual women to acquire useful knowledge, attitudes and skills, and gives them opportunities to gain access to a wide range of learning activities. This is

similar to the definition in Wikipedia Encyclopedia (2010) that women empowerment is "an act of self decision, regarding education, participation, mobility, economic independency, public speaking, awareness and exercise of rights, political participation and others." Mbara, Anurugwo & Alatare (2015) therefore conclude that an empowered woman is one that has "power over economic, social, psychological, health and cultural situations."

### 5.3 Sustainable entrepreneurship

Often, women who innovate, initiate or adopt business activities are called women entrepreneurship; and entrepreneurship is based on women participation in equity and employment of business enterprise. Sustainable entrepreneurship is the use of business organizing to solve problems related to social and environmental sustainability. It is a business with a "cause," where world problems are turned into business opportunities by deployment of sustainability innovations. Sustainable entrepreneurship is a modern business concept that is among one of the most renowned strategic management of our time. Christina Weidinger, Franz Fischler and Ren Schmidpeter (2013) are absolutely convinced of these in their book *Sustainable Entrepreneurship: Business Success through Sustainability*. They aver that "without a shift towards sustainable entrepreneurship, we will neither be able to maintain our affluence nor

preserve our natural environment." Therefore, this work was made to establish the levels of participation of women in Yoruba land in the exploration, exploitation, development and management of resources in their land.

## 6. Methodology

### 6.1 Sources of data and collection

Primary and secondary data and information were used. Relevant State Ministries and Departments in Akure (Ondo State), Osogbo (Oshun State), Ado Ekiti (Ekiti State), Ibadan (Oyo State), Abeokuta (Ogun State) and Ikeja (Lagos State) provided data and information on the resources of their states, that is, what resources are where for extraction. A self-structured questionnaire was used to collect data and information from 1,100 subjects on women and their employment status, resource extraction, challenges, and suggestions for sustainable empowerment of women in southwestern Nigeria. Table 1 shows the distribution of the respondents by states, cities and towns. The largest number of respondents were drawn from Ibadan (5.91%), Sango/Ota (4.55%), and Abeokuta (3.75). The least were drawn from Ode, Ore and Igbobo, 1.82% each. In all, samples were drawn from 37 major communities, out of over 350 of such communities. Data and information obtained were analyzed using tables of percentiles, a box, the Likert Scales and charts.

**Table 1: Distribution of the Respondents**

<i>State</i>	<i>No. of Community Sampled by State</i>	<i>Community</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Lagos	8	Ikeja	35	3.18
		Agege	35	3.18
		Epe	30	2.73
		Mushin	35	3.18
		Badagry	35	3.18
		Apapa Amukoko	35	3.18
		Isale Eko	25	2.27
		Ajah	25	2.27
Ogun	7	Abeokuta	55	3.75
		Aiyetoro	25	2.27
		Ago-Iwoye	25	2.27
		Sango/Ota	50	4.55
		Ijebu-Mushin	25	2.27
		Shagamu	35	3.18
		Owode	25	2.27
Oyo	7	Igbo-Ora	25	2.27
		Ibadan	65	5.91
		Oyo	25	2.27
		Ogbomosho	55	5.00
		Iseyin	25	2.27
		Igboho	20	1.82
		Igagan	25	2.27
Osun	5	Osogbo	25	2.27
		Ede	25	2.27
		Ikirun	25	2.27
		Ipetumode	25	2.27
8		Ile-Ife	25	2.27
Ondo	5	Ondo	25	2.27
		Akure	25	2.27
		Owo	25	2.27
		Okitipupa	25	2.27
		Ore	20	1.82
Ekiti	5	Ifaki	25	2.27
		Ijero	25	2.27
		Aramoko	25	2.27
		Ado Ekiti	25	2.27
		Ode	20	1.82
Total	37	N/A	1100	100.00

## 6.2 Data Analysis and Presentation

As shown in Table 2, the characteristics of the sampled subjects about whom data and information were collected and who provided data and information on resource, exploration, exploitation, development and management and

women empowerment and participation are distinctive. Also as deliberately designed, there were more female respondents (57.09%) than the males (42.91%) that completed the questionnaire. Other bio-data measured are age, educational background,

occupation and income status. Questions were also asked on how long the respondents have been in the community; and a general question ask for their overall opinion of the mineral resource endowments of their communities, and empowerment and levels of participation of women in the exploration, exploitation, development and management of the resource. Table 2 accentuates. 46 to 55 years age group is the largest (21.91%); and the least were over 75 years age group (1.09%). "No Education" was 9.27%; and "Others," apart from holders of Primary

School Leaving Certificate, School Certificate/NBTE, OND/NHD, B. Sc./B.A./B. Ed./ B.S., M. Ed/M. A./M. Sc./M. S./PhD was 3.18%. The respondents included Students/Apprentices (0.91%), Traders (10.55%), Transporters (9.27%), Clergymen (1.09%), Farmers (12.18%), Miners/Quarrying Operators (6.90%), Civil Servants (9.55%), Teachers/Lecturers (9.64%), Artisans (12.36%), Contractors (4.73%), House Wives (10.46%), Unemployed (10.27%) and Others (Specified) (2.09%).

**Table 2: Demographic characteristics of the respondents**

Attributes	Frequency	Percentage (%)
<i>Sex</i>		
Male	472	42.91
Female	628	57.09
<i>Age</i>		
< 25 Years	85	7.73
25 – 35 Years	123	11.18
35 – 45 Years	234	21.27
46 – 55 Years	291	26.46
56 – 65 Years	241	21.91
66 – 75 Years	114	10.36
> 75 Years	12	1.09
<i>Educational Background</i>		
No Education	102	9.27
Primary School Leaving Certificate	191	17.36
School Certificate/NBTE	236	21.46
OND/NCE	177	16.09
B. Sc./B.A./B. Ed./B.S.	242	22.00
M. Ed./M. A. /M. Sc./M. S./PhD	117	10.64
Others (Specified)	35	3.18
<i>Occupation</i>		
Student/Apprentice	10	0.91
Trader	116	10.55
Transporter	102	9.27
Clergymen	12	1.09
Farmer	134	12.18
Miner/Quarrying Operator	76	6.90
Civil Servant (Paid Employee)	105	9.55
Teacher/Lecturer	106	9.64
Artisan	136	12.36
Contractor	52	4.73
Housewife	115	10.46

Unemployed	113	10.27
Others (Specified)	23	2.09
<i>Income Status (Per Month)</i>		
< 50,000	38	3.45
50,000 – 100,00	84	7.64
101,000 – 150,000	123	11.18
151,000 – 250,000	118	10.73
251,000 – 300,000	148	13.45
301,000 – 350,000	201	18.27
351,000 – 400,000	146	13.27
401,000 – 450,000	129	11.72
451,000 – 500,000	82	7.46
> 500,000	31	2.83
<i>For how long have you lived in the community?</i>		
< 10 Years	77	7.00
10 - 20 Years	216	19.64
21 - 30 Years	221	20.09
31 - 40 Years	240	21.82
41 - 50 Years	158	14.36
51 - 60 Years	106	9.64
> 60 Years	82	7.45

The income status was categorized into ten groups. The least were less than ₦50,000:00 per month (3.45%) and over ₦500,000:00 per month (2.83%). But the highest number of respondents fell within ₦301,000:00 and ₦350,000:00 group (18.27%). All the respondents responded to the question For how long have you lived in the community? 7.45% had lived there for over 60 years and only 7.00% had lived there for less than 10 years.

Undoubtedly therefore, adequate and robust representation of the population have been selected and considered for the work. The data and information collected and analyzed for the inferences drawn also represent a good replica of the population studied.

## 7. Research Findings and Discussion

### 7.1 Research question 1

What are the solid material resource endowments that could be exploited, developed and managed in southwestern Nigeria? Major resource endowments in

southwestern Nigeria are as tabulated by state and level of development in Table 3. Irrespective of the size of the states' land mass, Oyo had the largest number of mineral resource endowments, 12, followed by Ondo, 10, and Ogun, 8. Lagos State had the least number, 3. Both Ekiti and Osun States had 5 each. Incidentally, Lagos had the least land mass, 3,345km<sup>2</sup>; and Oyo State had the largest, 28,454km<sup>2</sup>. Major resource endowments are Kaolin, Clay, Feldspar and Granite that are common to almost all the states except Lagos State that does not have Kaolin. Others are Tatinum, Syenite, Glass-sand, Phosphate, Bitumen, Limestone, Gemstone, Coal, Gypsum, Gold, Colimbite, Talc, Toumaline, Sillimnote, Talc, Gold, Aqua Marine, Dolomite, Tantalite and Cassiterite. Except Granite, Clay, and Glass-sand, other resources are not developed or, at best, partially developed. In other words, women have ample opportunities to

expand their coast of resource development and management.  
exploration, exploitation/extraction,

**Table 3: Major Solid Resource Endowments and their status of Development in Southwestern Nigeria**

<i>Location/State</i>	<i>Approx. Land Mass (Km<sup>2</sup>)</i>	<i>Resources</i>	<i>No. of Major Resources</i>	<i>Status of Development</i>
Ekiti	6.353	Kaolin Feldspar Tatinum Granite Syenite	5	Partially Developed Partially Developed Not Developed Developed Not Developed
Lagos	3.345	Glass-sand Clay Bitumen	3	Partially Developed Developed Not Developed
Ogun	16.762	Phosphate Clay Granite Feldspar Kaolin Limestone Gemstone Bitumen	8	Not Developed Developed Developed Partially Developed Partially Developed Partially Developed Not Developed Not Developed
Ondo	15.500	Coal Limestone Bitumen Kaolin Gemstone Gypsium Feldspar Granite Clay Glass-sand	10	Not Developed Partially Developed Not Developed Partially Developed Not Developed Not Developed Not Developed Developed Developed Partially Developed
Osun	9.251	Gold Granite Colimbite Talc Toumaline	5	Partially Developed Developed Not Developed Not Developed Not Developed
Oyo 9	28.454	Kaolin Marble Clay Granite Sillimnote Talc Gold Aqua Marine Dolomite Tantalite Cassiterite Gemstone	12	Partially Developed Partially Developed Developed Developed Not Developed Not Developed Partially Developed Not Developed Not Developed Not Developed Not Developed Not Developed Not Developed

Total	79.665	N/A	Effectively 23	N/A
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Source: Federal Ministry of Solid Minerals (2016). *Major Solid Resource Endowments and status of development in Southwestern Nigeria*, Abuja: Federal Ministry of Solid Minerals.

## 7.2 Research question 2

What are the levels of participation of women in resource exploration, exploitation, development and management in the community? The level of participation in exploration, exploitation/extraction, development and management is summarized in Tables 4, 5 and 6. The level of participation of women in resource exploration is obviously very low. "Very High Level of Participation" and "High Level of Participation" are 0.00% each. "Do Participate" is only 2.09%. "Very Low Level of Participation" and

"Low Level of Participation" are equally very low, only a meager 4.09% each. But "Don't Participate" is humongous high, the majority, 81.18%. Cumulatively, responses as to "Very High Level of Participation," "High Level of Participation," "Do Participate," "Low Level of Participation" and "Very Low Level of Participation," of women in resource exploration were 10.27% only. Inversely however, "Don't Know" and "Don't Participate" were massive, 89.73% (see Table 4).

**Table 4: Level of Participation in Exploration of Mineral Resources**

Levels of Participation	Frequency	Proportion (%)	Cumulative %	Inverse Cum. %
Very High Level of Participation	0	0.00	0.00	100.00
High Level of Participation	0	0.00	0.00	100.00
Do Participate	23	2.09	2.09	100.00
Low Level of Participation	45	4.09	6.18	97.91
Very Low Level of Participation	45	4.09	10.27	93.82
Don't Participate	893	81.18	91.45	89.73
Don't Know	94	8.55	100.00	8.55
Total	1100	100.00		

On the level of participation in exploitation/extraction of the resources, Table 5 shows as follows: "Very High Level of Participation," 1.18%; "High Level of Participation," 1.36%; "Do Participate," 4.64%; "Low Level of

Participation," 10.64%; and "Very Low Level of Participation," 11.00%. But "Don't Participate" was the highest, 70.09% and "Don't Know" was 1.09%. Conversely, "Don't Know" and "Don't Participate" alone were huge, 71.187%.

**Table 5: Level of Participation in Exploitation/Extraction of Mineral Resource**

<i>Levels of Participation</i>	<i>Frequency</i>	<i>Proportion (%)</i>	<i>Cumulative %</i>	<i>Inverse Cum. %</i>
Very High Level of Participation	13	1.18	1.18	100.00
High Level of Participation	15	1.36	2.54	98.82
Do Participate	51	4.64	7.18	97.46
Low Level of Participation	117	10.64	17.82	92.82
Very Low Level of Participation	121	11.00	28.82	82.18
Don't Participate	771	70.09	98.91	71.18
Don't Know	12	1.09	100.00	1.09
Total	1100	100.00		

In addition, studied was the levels of participation/involvement in the development and management of the resources by the women. Only 2.09% picked "Very High Level of Participation." 2.55% picked "High Level of Participation," 3.91% picked "Do Participate." "Low Level of Participation" and "Very Low Level of Participation" were 5.18% and 14.54% respectively. "Don't Participate" was

70.18%. Surprisingly, an enormous proportion, 71.73%, picked either "Don't Know" or "Don't Participate," that is, as against 28.27% of "Very High Level of Participation," "High Level of Participation," "Do Participate," "Low Level of Participation" and "Very Low Level of Participation" all put together (see Table 6).

**Table 6: Level of Participation/Involvement in Development and Management of Resources**

<i>Levels of Participation</i>	<i>Frequency</i>	<i>Proportion (%)</i>	<i>Cumulative %</i>	<i>Inverse Cum. %</i>
Very High Level of Participation	23	2.09	2.09	100.00
High Level of Participation	28	2.55	4.64	97.91
Do Participate	43	3.91	8.55	95.36
Low Level of Participation	57	5.18	13.73	91.45
Very Low Level of Participation	160	14.54	28.27	86.27
Don't Participate	772	70.18	98.45	71.73
Don't Know	17	1.55	100.00	1.55
Total	1100	100.00		

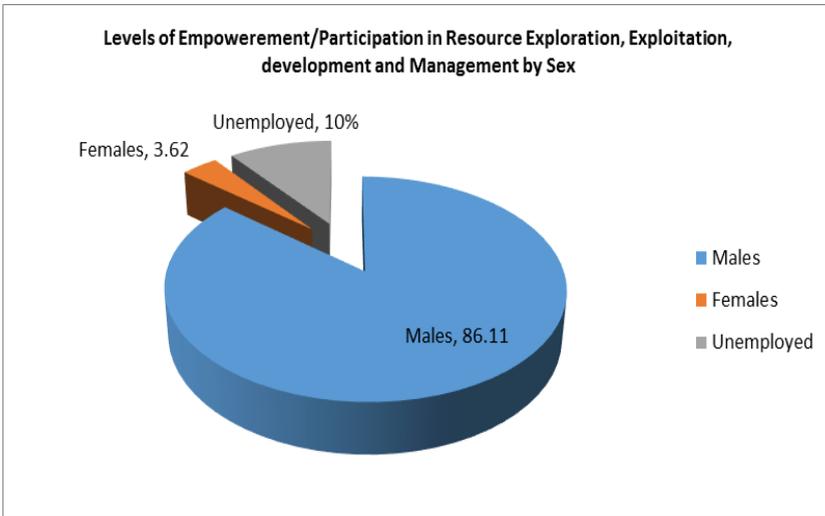


Fig. 1: Levels of Empowerment/Participation in Resource Exploration, Exploitation, Development and Management by Sex

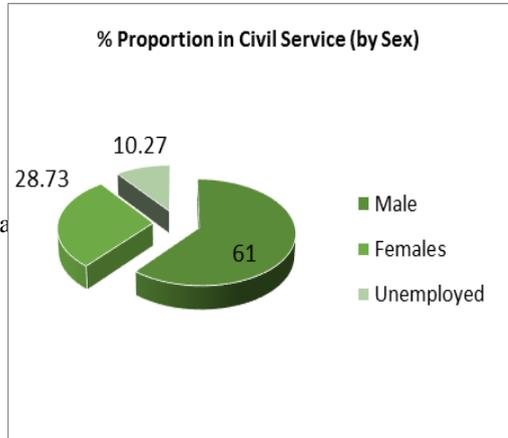
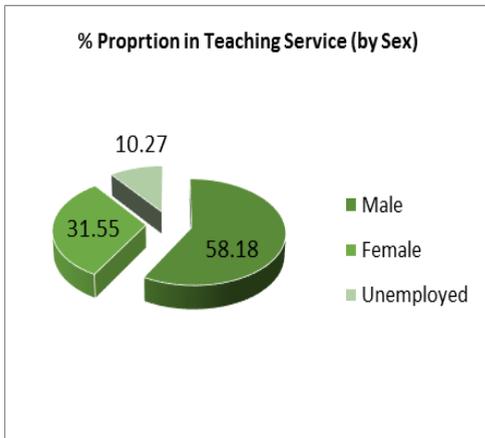
Figure 1 compares the level of participation/involvement of males and females in the exploration, exploitation, development and management in the sector. The response to this question showed that the level of female participation was extremely low, 3.62%, compared to the males' 86.11%, see Fig.1. There was need to examine further the level of participation of the women in other major areas of human endeavour: (1) Teaching Service (including lecturing in higher institutions); (2) Civil service (including services in private companies and government agencies); (3) Quarrying and Mining; and (4) Trade and Commerce, see Fig. 2 (a), (b), (c) and (d) respectively. The unemployed, (males and females), 10.27%, was generic to all the four categories. In the teaching service,

there were more males, (58.18%) than females (31.55%). In the civil service, the proportion of males was 61.00% and the females account for 28.73% only. Similarly, the proportion of males in quarrying and mining was 79.64% compared to their female counterparts, 10.09% only. But there were more women in trade and commerce 48.00% as against the 41.73% of their male counterpart, see Fig 2 (a), (b), (c) and (d).

It is obvious, more men were generally engaged in all major recognized areas of human endeavour - teaching service, civil service, and quarrying and mining, except in trade and commerce - that were prominent in the community than the women; and as much as 10.27% were unemployed.

(a)

(b)



(c)

(d)

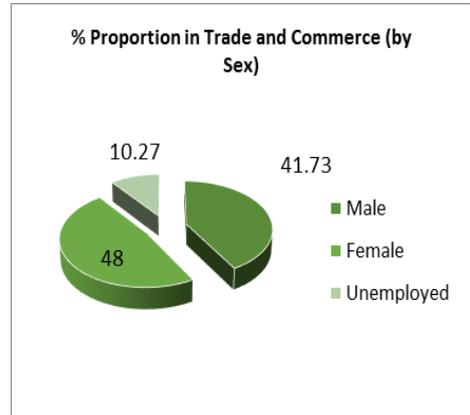
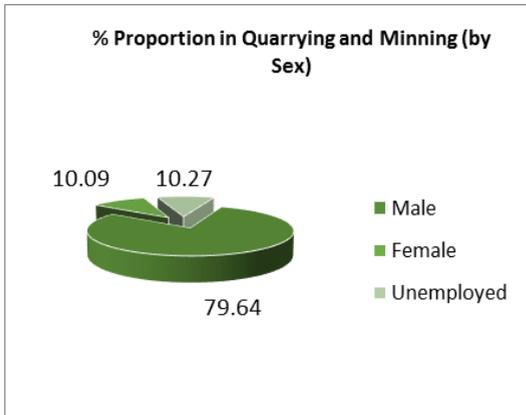


Fig. 2: Level of participation of the women in other major areas of human endeavour in Southwestern Nigeria

By and large, a question was asked: what could have been responsible for low level of participation in the entrepreneurship by the women? See Table 7.

### 7.3 Research question 3

What are the contributory factors to low level of participation of women in the sector? Table 7 summarizes reasons why the participation of the women in the sector is low.

**Table 7: Why were there low level of participation women in the business of Mineral**

<i>Challenges</i>	<i>Frequency</i>	<i>Proportion (%)</i>
Limited Access to Fund	1001	91.00
Fear of Failure	982	89.27
Balancing Business/Work and Family Life	910	82.73
Building Support Network	932	84.73
Lack of Self Confidence	769	69.91
Taboo and Cultural Background	979	89.00
Social Expectations	781	71.00
Educational Background	1051	95.55
Lack of Background Knowledge and Experience	1048	95.27
Societal Support	931	84.64
Others (Specified)	1008	91.64

Once again, a respondent picked more than one choice but none of them was picked by all of the respondents: The least picked was "Lack of Self Confidence" (69.91%), followed by "Social Expectations" (71.00%). Others were "Limited Access to Fund" (91.09%), "Fear of Failure" (89.27%), "Building Support Network" (84.73%), "Balancing Business /Work and Family Life" (82.73%), "Educational Background" (95.55%), "Lack of Background Knowledge and Experience" (95.27%) and "Societal Support" was 84.64%. Others (Specified) was 91.64%.

These are significantly high by any standard (Weidinger, Fischler and Schmidpeter, 2013). In other words, women are not significantly empowered/supported to participate in the sector.

**7.4 Research Question 4**

In what areas could the women be empowered to participate actively in resource exploration, exploitation,

development and management in the community? Box 1 shows the tangible solid resources of the communities that are in commercial quantities (Federal Ministry of Solid Minerals (2016): Kaolin, Granite, Clay, Limestone, Gypsum, Talc, Sillimnote, Tantalite, Feldspar, Syenite, Bitumen, Gemstone, Gold, Toumaline, Aquamarine and Cassiterite. Others are Titanium, Glass-sand, Phosphate, Coal, Columbite, Marble and Dolomite, about 23, that were differently found in different communities in various quantities and qualities (The Presidency (2007; Federal Ministry of Solid Minerals, 2016). While some are being exploited in commercial quantities, others remain (in the ground as untapped) stock. More importantly, there are multiplicity of opportunities that these have and can equally availed both men and women (Ali & O’Faircheallaigh, 2012; Richard, 2005; Hamann, 2003; Lertzman & Vredenburg, 2005).

**Box 1: Mineral Resources that can be exploited/extracted, developed and managed southwestern Nigeria**

Kaolin	Feldspar	Tatinum	Aquamarine
Granite	Syenite	Glass Sand	Dolomite
Clay	Bitumen	Phosphate	Cassiterite
Limestone	Gemstone	Coal	Sillimnote
Gypsum	Gold	Columbite	Tantalite
Talc	Toumaline	Marble	Etc, etc

Apart from the exploration, exploitation, development and management roles in the sector, Table 8 outlines 19 responses to questions as to others possible service areas that the women may be empowered for self-development and sustainability in the community. All the subjects picked more than one item each. The least picked were "Provision of Religious Services" (47.34%), "Transport and Communication

Services" (50.18%) and "Financing of Projects" (59.82%). The highest picked/suggested were "Environmental Gentrification" (91.09%), "Record Keeping" (91.00%), "Office Administrative Services" (90.70%) and "Education/Training of Stakeholders" (90.18%). All others picked were also by not less than 60.00% of the respondents.

**Table 8: Service areas women could be empowered for the exploitation, exploitation, development and management of the resources**

<i>Possible Services<sup>2</sup></i>	<i>Frequency</i>	<i>Proportion (%)</i>
Awarding/Servicing of Contract	781	71.00
Provision of Security Services	715	65.00
Food Vending	922	83.82
Financing of Projects	658	59.82
Provision of Errand Services	929	84.45
Transportation and Communication Services	552	50.18
Provision of Religious Services	521	47.36
Legal Services	817	74.27
Mediation Services	804	73.09
Medical/First Aid Services	922	83.82
Welfare Services	982	89.27
Office Administrative Services	998	90.73
Record Keeping	1001	91.00
Educating/Training of Stakeholders	992	90.18
Expert Advice	818	74.36
Shelter and Accommodation	901	81.91
Environmental Gentrification	1002	91.09
Research and Development	988	89.82
Others (Specified)	938	85.27

The opinions of the male and female subjects and the different professionals do not differ significantly. But this work was unable to discuss in detail the direction and dimension of either sex's involvement nor was it able to explore further the reasons for lack of empowerment and or the insignificant participation of women in the industry.

But, for sustainability of the individuals, families and the communities (and of course, the nation at large), women must be empowered. The onus is on the governments of the region and the communities to enforce the empowerment of the women in this sector in both formal and non-formal settings so that they will be able to perform expert roles; and also be able to educate/train stakeholders in relevant skills; in environmental gentrification, welfare services, record keeping, medical/first-aid services, mediation and legal services, food vending and others. As Anyanwu (2002), Abiona (2009), Hamann (2003), Lertzman & Vredenburg (2005) and Okpanachi (2011) have stressed, women in the communities may be educated in different areas of human endeavour, and mostly in those areas that will be most relevant to the industry in both formal and non-formal settings.

### **8. Conclusion and Recommendations**

Southwestern Nigeria is rich in material resources but women empowerment, and participation in the exploration, exploitation, development and management is insignificant compared with the levels of their male counterparts. Women face barriers like discrimination, matrimonial and inheritance law, cultural practices, lack self-confidence, education, societal

supports, access to fund and others. Culture and traditions limit what a woman can do. Whereas, there are several areas of the industry that women could be well endowed and empowered to participate. Undoubtedly, Adult Education may have to play a significant role to educate and develop the women. Women must not be discriminated against; and they must be encouraged and supported financially, socially and morally by the families, friends, philanthropists and government institutions.

In addition, individual women should have the character of empowered persons for social and economic development of themselves, their communities and the nation at large, namely by: (i) having decision-making power; (ii) having access to information and resources that will enable them to take properly, informed decisions for themselves and to the advantage of the community and the nation at large; (iii) having the belief in themselves and capable of making positive change or have the ability to make a change for themselves, the community and the larger society; and (iv) having the ability to learn new skills and or improve their personal and or group power.

The southwestern Nigeria women must be empowered for the betterment of each and every one, and for the development of the communities and the nation at large. Social taboos and traditions, poor backgrounds, lack of motivation, heavy workload, early marriages, low social status and so on should not constitute any barrier to women's education, development and empowerment.

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# Exploring the Presence of Family Culture of Influence, Commitment and Values in Family Businesses: The Gender Factor

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**Abstract:** This paper provides a review of key literature in the field of family business and identifies the need to examine family culture as a key component of family involvement in a firm. It further considers the role of gender in enhancing family culture in small family businesses. The argument in the literature is that the presence of a strong family culture in a firm would enhance its strategic position and flexibility (Zahra, Hayton, Neubaum, Dibrell, and Craig, 2008). Strategic flexibility, a term that is usually associated with strategic decision making, would position a firm to respond proactively to unpredictable changes in their environment and this would in turn lead to a competitive advantage for the firm (Chakravarthy, 1986). To this end, we propose that the presence of family culture in family firms may therefore be important for their growth and survival while also having a significant effect on their performance. Drawing on the Resource-Based View theory, this paper seeks to contribute to the literature by examining the presence of family culture of commitment and values in family businesses; and its influence on gender using an under-researched context, Nigeria. Employing the quantitative approach, the study finds that all our sampled 237 family firms showed a high level of family culture in them. However, the more interesting finding is the stronger influence of women in promoting family culture despite the significant difference between the population of men and women owners/managers in the sampled firms.

**Keywords:** family firms; family culture; gender; competitive advantage

## 1.0 Introduction

Family businesses are the most popular form of organisations in the economic landscape of major economies of the world (Morck & Yeung, 2004). They are also known to have transcended centuries in large economies such as Japan, the United Kingdom, Germany and the United States of America. Historically, 90% of all businesses in existence globally started out as a family firm (Colli, Fernandez-Perez, & Rose, 2003). Therefore, they play a significant role in the world economy today (Astrachan, 2010) by providing the platform to understand the mind of an entrepreneur and what influences new venture creation (Aldrich and Cliff, 2003). More recently, several studies especially in the western literature have established both theoretically and empirically the direct relevance of family businesses to the economies and social lifestyles of the West (Westhead and Cowling, 1998; Zahra, 2003; Aldrich and Cliff, 2003; Zahra, 2005). The development and scholarly contribution to family business research has however not received the requisite attention in Africa; which is both interesting and surprising despite the traditional roles of the family institution in almost every sector of most countries in the of the continent. More importantly, the harsh and dynamic business landscape of most developing economies in Africa such as Nigeria has now made it of important consequence for businesses to be more strategic and innovative in their approach to decision-making and deployment of firm resources in order to achieve and maintain an advantageous edge over competitors within the global economy. In general, family firms would be more challenged in these locations because of

their complex systematic make-up which predisposes them to peculiar internal factors. Such internal factors include: conflict among family members, succession issues, low propensity towards change, favouritism, nepotism, imbalance between personal and professional issue, and many more complexities. Therefore, in order to stay relevant in their various industries and also remain competitive globally, it is highly critical for family firms within developing countries in Africa to discover, develop, and engage strategic resources, especially those that occur naturally to them. Effectively and efficiently allocating these tangible and intangible strategic resources would enable them harness the opportunities within their business environment adequately for their growth and ultimate survival.

### 1.1 Objectives and Focus

Over two decades of family business research has produced several papers on family involvement in form of ownership, management, governance or control and succession (Chrisman, Chua & Sharma, 2003). Although much still remains to be done on these topics, one key part of family involvement that has not received the requisite attention in family business research is family culture (Denison, Lief, & Ward, 2004). There has been a range of studies depicting the culture of family firms in metaphorical ways but there is still a dearth of literature giving nuances to 'culture of the family behind the firm' and how this differentiates them from non-family firms. Noteworthy is the recurring trend in the literature, where most studies focus on culture at the organizational level, thus investigating organizational culture (Barney, 1986; Zahra, Hayton & Salvato, 2004;

Chadwick, Barnett, & Dwyer, 2008; Chirico and Nordqvist, 2010). Only very few have examined culture of the family behind the firm and how this impacts on the organisation (Denison et al., 2004; Zahra et al., 2008; Brice, 2013; Craig, Dibrell & Garrett, 2014). The importance of family culture lies in its potential to wield a strong influence on the perception, activities, decisions and actions of individual family members within the family firm (Zahra et al., 2008).

Consequently, taking these key points into cognisance, it is important for more studies to explore the discourse of family culture in a firm at the family level, and specific lines of enquiry could be investigating family culture: as a source of competitive advantage for family firms; causal factors linking family culture to firm performance and how family culture influences the strategic orientations of family firms, etc. In a bid to add robustness to the theories of family of the family firm by further highlighting its uniqueness and distinctiveness from non-family firms, this study attempts to explore the phenomenon of family culture within a newer research context. The choice of this research location is hinged on postulation that most businesses in this region are clustered around families thus it provides a richer platform to investigate the cultural concept, the nuances given to it and how it influences the performance of firms that has significant family involvement (FI). Based on the foregoing, this paper therefore seeks answers to the following questions:

- i. is family culture inherent in family businesses?
- ii. what role does gender play in promoting family culture in a family business?

## **2.0 Theory and Hypothesis**

### **2.1 Defining Family Business**

Family business research 'FBR' is still relatively new, if compared to more established fields such as management, small business research and entrepreneurship. Therefore, theories guiding FBR is still evolving. However, one clear area of convergence in the family business literature is that family involvement in a business is the major distinctive factor that differentiates family businesses from non-family businesses (NFBs). Consequently, defining family business depends largely on identifying, understanding and explaining the key components of family involvement in a business and how this would differentiate firms with such involvement from those with diverse ownership. Consequently, both theoretical and operational approaches are required to effectively do this for there to be a significant contribution to the 'theory of the family firm'. To address this gap, Chua, Chrisman and Sharma (1999:25) in their seminal paper on defining family business, introduced family business as "a business governed and/or managed with the intention to shape and pursue the vision of the business held by a dominant coalition controlled by members of the same family or a small number of families in a manner that is potentially sustainable across generations of the family or families". Although, this definition provides a sound theoretical approach to understanding the distinctiveness of family firms, the field requires more applicable operational components that are measurable across cultures and other contexts. Further developments on the definitional issues of family business was presented by Chrisman, Chua, & Steier, (2005b) in their review of the important trends in family business

research by proposing two approaches observed from their extensive review of the literature; they are components-of-involvement and essence. They distinguished between these two approaches by presenting the components-of-involvement approach as a sufficient condition to define family business, while the essence approach was introduced as only a necessary condition in doing this (Chrisman et al., 2005b). The authors identified the following as key elements of the components-of-involvement approach: family ownership, family management; and family control; in defining a family business. While in the essence approach, they presented more restrictive characteristics of what constitutes a family firm: a) family influence on the firm's strategy; b) family's vision, intention to keep control of the firm and subsequently hand this over to the next generation; c) behaviour of the family firm; and d) lastly distinctive familiness (Kraicz, 2013). This study however follows both the operational and theoretical approaches to defining family business by proposing a more inclusive definition which identifies the components and essence of family involvement by including family culture, which could influence the strategy, vision, and behaviour of family firms, while simultaneously distinguishing them from non-family businesses. The inclusion of family culture (which depicts the culture of the family behind the firm) would serve to measure the particularistic factors that shape families behind businesses across different communities, countries and continents across the world.

## 2.2 Components of Family

### Involvement

This section discusses the components of family involvement as identified in the FBR literature and the proposed family involvement (FI) component, family culture.

#### 2.2.1 Ownership

Ownership of a firm by an entity is defined by the controlling shares held by that entity; in other words, a firm is said to be owned by an entity that holds controlling shares. The entity could be an individual, group of people, holding company or state (Chakrabarty, 2009). Ownership is one of the key mechanisms required to control a firm internally (Jensen and Meckling, 1976) and externally through manoeuvring of the firm's resources. It has the potential to significantly influence the strategy, behaviour, and performance of that firm. In practise, the economic behaviour of a firm is greatly influenced by the majority shareholder(s). Ownership is therefore represented in this paper either by the number of shares an individual or a family has in a firm; or the percentage of shareholding or voting rights held by a group.

In the context of family ownership of a firm however, there is a lot of debate with regards to scope; for example, would ownership be restricted to the nuclear family only (Westhead and Cowling, 1998), or would there be a consideration for extended families; and/or partnership of families? (Davis, 1983). Chua et al., (1999) suggests a downplay of the ownership component due to the divergent views on the scope of family ownership and also in their attempt to proffer a more universal approach to the definition and measurement of family involvement in a business.

### 2.2.2 Management

Existing models of organisation provides a clear distinction between ownership and management (Morris, Williams, Allen, & Avila, 1997). A family-managed company refers to a family descent acting as the Chief Executive Officer of a company (Miller and Le Breton-Miller, 2006). A widely accepted view in the literature is that a family business should be family-owned and family-managed (Villalonga and Amit 2006). Although family-managed firms also represent a significant proportion of definitions given in the literature to what a family business represents (Chua et al., 1999); but most authors disagree that family-managed firms alone is sufficient to represent family business. In general, although, management is one of key components of family involvement in a firm but it is usually combined with family ownership before the firm can be accepted to be a family business (Chua et al., 1999).

### 2.2.3 Governance

Governance is defined as the organisation of strategic leadership and control of a firm (Klein, 2010). The scope of governance in a firm comprises of four roles: control, strategic, service and resource-dependent (Heuvel, Gils, & Voordeckers, 2006). This is distinguished from the role of management which centres on organising, co-ordinating activities of an organisation in accordance with clearly stated policies and well defined objectives (Drucker, 1973). The management team usually works under the direction of the Board of Directors (Heuvel et.al. 2006). Therefore, it is suggested that “governance dimension of family involvement supersedes the management dimension of involvement”.

### 2.2.4 Succession

Succession is sometimes considered to be the most essential component of family involvement in a business (Chua et al., 1999). This is because the continued existence of family firms is hinged on the ability of the founders or owners to transfer the ownership and sometimes management of their business to the next generation (Klein, Astrachan, & Smyrniotis, 2005). Hence it is a goal which occupies the top on the list of most family business owners (Sharma, Chrisman & Chua, 2003). Succession is therefore defined as the process through which a firm is transferred from one generation to another (Morris et al., 1997).

### 2.2.5 Family Culture

Family culture is still an evolving research area with a dearth of literature in the field of family business. Organisational culture, on the other hand, has been the toast of academic enquiry, especially within the field of management because of its link to the survival of firms. In both entrepreneurship and management literatures, organisational culture is posited as an important strategic resource for firms to gain competitive advantage (Zahra et al., 2004; Dyer, 1988). This is backed by empirical researches which produce positive outcomes while investigating the association between organisational culture and superior firm performance (Barney, 1996).

Culture was described by Hofstede and Hofstede (2005) as the software of the mind. According to these authors, culture is a collective phenomenon which is shared with people within the same social environment (Hofstede and Hofstede 2005). At the national level, culture is made up of the underlying value systems that are

specific to a society which prompts individuals within that society to behave in certain ways (Hofstede, 1994). Within an organisation, culture is explained as the coherent patterns of beliefs and values that represent acceptable solutions to major organisational problems (Zahra et al., 2004). At the family level, culture refers to a cumulative set of assumptions that a family holds which guide their belief systems (Dyer, 1988). In this paper, the focus is on culture at the family level due to the dearth of literature on same.

Family culture sheds light on certain aspects of culture such as values (Koiranen, 2002). Values answer the question of what is important to one; and core values are the deep-seated pervasive standards that influence almost every aspect of one's life (one's moral judgments, responses to others, commitments to personal and organisational goals (Dumas and Blodgett, 1999:210).

The central assumption in this paper is that when a family gets involved with a firm, there is a possibility that the business would be guided by the same principles, and values embedded in the family (Zahra et al., 2004). These conditions that family cultures create in a firm with family involvement would help shape the behaviour of family firms distinctively from those with diverse involvement. Understanding the culture of the family behind a firm and how this shapes the behaviour, decision-making process, performance and growth of a firm would further aid the understanding of the synergy between the firm and the family.

### **2.2.5.1 Family Culture in Nigerian Small Businesses**

Nigeria, this study location, is a country of diverse ethnic groups and cultures (Mbakogu, 2002). The three dominant

ethnic groups in Nigeria are Yoruba, Igbo and Hausa-Fulani, while the other ethnic groups are classified as the minority group. Ethnic groups are defined as a group with a common identity that distinguishes them from others (Ukoha, 2005). Cultural practices differ in each ethnic group in Nigeria. However, these cultural practices are mainly made up of symbols, rituals and heroes as described by Hofstede and Hofstede (2005). Values, the core tenet of culture which captures basic human behaviour, knowledge, commitment (Aronoff and Ward, 1995) may also differ slightly among the different groups in Nigeria. This is due to the huge diversity in traditional beliefs in the three major ethnic groups and other minority groups in the country. However, drawing from the theoretical review of culture by Hofstede and Hofstede (2005), this paper would be X-raying culture of Nigerian families based on what is perceived to be the country's national culture. The premise for this is predicated upon the general assumption that there would be similar cultural values and beliefs that collectively shapes the citizens of the country.

Consequently, based on the conceptual review of culture by Hofstede and Hofstede (2005) and a review of other literature on the national culture of Nigeria, the country's dominant cultural practices may be described as follows:

- i. Large Power Distance: In large-power distance societies, power is based on tradition or family, charisma and the ability to use force.
- ii. Collectivism: In collectivist societies, opinions are predetermined by group membership, and collectivist interests prevail over individual

interests. Harmony and consensus in the society are considered to be paramount. The extended family system which is peculiar to African societies depicts their collectivist nature. The extended family is a combination of two or more nuclear families in which their relationship is biological, social and economical (Nafziger, 1969). Resources are usually pulled together for the benefit of all (and not for the benefit of one).

- iii. Masculinity: Nigeria was ranked as being in between these two cultural traits (masculinity and femininity) but more towards masculinity. In masculine societies, challenge, earnings, recognition and advancement are important. Men are expected to be ambitious, assertive and tough while women are supposed to be tender and take care of responsibilities. Gender inequality is high in such societies. Recent statistical figures and empirical evidences from Nigeria suggest that the country is still plagued with a high level of gender inequality across all levels, from family to national (British Council Nigeria, 2012).
- iv. Short-term Orientation: The findings recorded in the book by Hofstede and Hofstede (2005) rank Nigeria as a country with short-term orientation. In their book, short term orientation is defined as the fostering of virtues related to the past, present and with particular, respect for tradition, preservation of face and fulfilling of social obligations.

Based on the above, it can be argued that the diverse ethnic groups in Nigeria would draw their major cultural practices from the country's national

culture and this in turn would have an effect on families and individuals within the country. Nigerians are generally known for the values they place on family (both nuclear and extended). The country's cultural values and traditional beliefs place a high regard on the patriarch of the family and what 'he' stands for. Values such as trust, loyalty, togetherness, respect, preserving one's family heritage and maintaining a good name through honesty and high integrity; are fundamental tenets taught to children in families and primary schools.

Therefore, the proposed scale chosen to measure family culture among Nigerian family businesses was adapted based on the wordings of the items. These capture some of the basic tenets surrounding the country's predominant cultural practices. Furthermore, the F-PEC scale originally developed by Astrachan, Klein and Smyrniotis (2002), has been validated and re-validated in the family business literature (Klein, Astrachan, & Smyrniotis, 2005; Holt, Rutherford, & Kuratko, 2010). The multi-dimensionality of the scale was also confirmed by Zahra, Hayton, Neubaum, Dibrell, and Craig (2008) and Cliff and Jennings (2005). Consequently, the culture sub-scale of the FPEC scale is considered to be an appropriate well-tested reliable scale to measure family culture in small family businesses in terms of family influence, commitment, values, loyalty, and trust. Therefore, it is assumed that:

Hypothesis 1: The mean scores collected from the sampled family businesses for all the items on the culture scale will be higher than average mean score of 3.5; which depicts a high level of family culture in these firms

### 2.3 Women in Family Businesses

Although, there is an increasing interest on female entrepreneurs in the entrepreneurship literature, researches into the activities of women in family businesses are still scarce. The general assumption is that the activities of women are more related to the family than the business owned and/or managed by that family (Ward & Sorenson, 1989). Despite this significant gap, very few mainstreams FBR has paid the requisite attention to the activities of women in the business side of the family. The close synergy between 'the family' and 'the businesses could lead to the invisibility of women and their activities in growing these businesses. Women play diverse roles within the family such as wives, mothers, daughters, mothers-in-law, and grandmother. Therefore, their participation indirectly in business decision-making, planning, mediators, nurturers and other important functions might go unnoticed and unacknowledged; hence the need to increase formal investigations reviewing the activities of women in family business growth. Therefore, this paper proposes:

Hypothesis 2: Family businesses owned and managed by women would display a higher level of family culture than those managed by men

### 3.0 Methodology

We collected data from 237 family businesses operating in Lagos. These respondents were selected through a simple random sampling procedure from the data acquired from the Lagos office of Small and Medium Enterprises Development Agency of Nigeria (SMEDAN). The focus on Lagos was predicated upon the fact that it is the commercial centre of Nigeria, hence, it houses businesses owned and managed

by families that have emigrated from around the nation.

Family culture is the main independent variable in this research. Due to the multidimensionality of the F-PEC Scale (Cliff and Jennings, 2005; Chrisman, Chua, & Kellermanns, 2009), the culture subscale of the F-PEC scale was extracted and adapted to measure family culture in this paper (Astrachan et al., 2002). F-PEC scale is a well-tested and used construct in family business literature for assessing family influence on a firm in a continuous scale (Kleinetal.,2005;Rutherford et al., 2008; Zahra et al., 2008; Holt et al., 2010); hence, the choice of the culture subscale as the appropriate measuring scale to empirically assess family's influence with regards to culture within a new research context.

## 4.0 Results

### 4.1 Demographics

The study sample consists of 237 family business owners and/or managers of which 70% were male and 30% female.

Table 1 below reports some basic demographics on the sampled businesses.

This statistics of the male and female respondents recorded in this study is similar with the findings of some studies conducted in major cities in Nigeria (Lagos inclusive). Okpara (2011) reports 60% male and 40% female respondents; and Woldie, Leighton, & Adesua (2008) reports 74.8% male and 25.2% female respondents in their respective studies on small businesses or SMEs within this research context. The above trend indicates a wide disparity in the ratio of male and female participation in entrepreneurial activities as business founders, owners and/or managers. The study sample also shows a good mix of businesses types. It is however noteworthy to mention that

there is no high-technology based business in the mix. This maybe because of precedence as explained in the literature that most family businesses engage in more traditional businesses such as farming, small-scale manufacturing and other related businesses in developing countries (Jorissen, Laveren, Martens, & Reheul, 2005). The paper also adopts the recent criteria specified by the National Bureau of Statistics' (NBS) and Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) in differentiating between micro, small and medium scale enterprises (NBS and SMEDAN, 2010). Micro-enterprises are defined as those enterprises with a work force of less than 10; small enterprises are those enterprises with a total work force of between 10 and 49 employees; while medium enterprises are those

enterprises with a total workforce of between 50 and 199 employees (NBS and SMEDAN, 2010).

As Table 4.2 shows, majority (89.5%) of the sampled firms are businesses with a work force of between 10 and 49 employees and are therefore small businesses. The remaining 10.5% are businesses with a work force of between 50 and 199 employees and are therefore medium-scale businesses (NBS and SMEDAN 2010). This finding is similar to that reported by Woldie et al., (2008) on small and medium scale enterprises in Nigeria. Woldie et al.'s finding also showed a significant gap between small-sized (77.2%) and medium-sized firms (22.8%) in their study sample; thus supporting that the finding of this paper is not unusual within the research context

**Table 1: Descriptive Statistics of Respondents**

N = 237		FREQUENCIES			
Variable		Male		Female	
		N	%		
<b>Sex</b>		166	70%	71	30%
<b>Age</b>	≤25years	4	1.7%	2	0.8%
	26 – 35years	35	14.8	9	3.8%
	36 – 45years	56	23.6	37	15.6%
	46 – 55years	54	22.8	19	8.0%
	56 – 65years	11	4.6%	4	1.7%
	>65years	6	2.5%	0	0.0%
<b>Ethnic Group</b>	Yoruba	49	20.7	39	16.5%
	Igbo	34	14.3	3	1.3%
	Hausa	51	21.5	18	7.6%
	Others	32	13.5	11	4.6%
<b>Educational Qualification</b>	Did no go to school	21	8.9%	3	1.3%
	First School Leaving * Cert.	7	3.0%	3	1.3%
	Junior Secondary School * Cert.	3	1.3%	1	0.4%
	Senior Secondary School * Cert.	18	7.6%	2	0.8%
	Ordinary Diploma or Technical	20	8.4%	4	1.7%
	University Degree or HND	55	23.2	35	14.8%
	Masters' Degree or MBA	42	17.7	23	9.7%
<b>Position in the Business</b>	Owner	58	24.5	21	8.9%
	Manager	33	13.9	12	5.1%
	Owner/Manager	75	31.6	38	16.0%

<b>Number of Employees</b>	10 – 49 (Small Businesses)	147	62.0	65	27.5%
	50 – 199 (Medium-Sized)	19	8.0%	8	2.5%
<b>Business Legal Status</b>	Sole Proprietorship	93		39.2%	
	Partnership	7		3.0%	
	Limited Liability Company	102		43.0%	
	Unregistered	35		14.8%	
<b>Industry Analysis</b>	Manufacturing	46		19.4%	
	Trading	72		30.4%	
	Services	119		50.2%	

## 4.2 Family Culture

Table 2 below shows the descriptive statistics of the family culture scale based on the responses from the 237 respondents.

**Table 2: Descriptive Statistics - Family Culture Measurement Scale**

Family Culture	N=237	Mean	Rank descending order)	Min	Max	SD
Your family has influence on this business		6.3	3	4	7	1.03
Your family members share similar values		5.9	7	3	7	1.10
Your family and business share similar values		5.8	8	3	7	1.15
Your family members are willing to put in a great deal of effort beyond that is normally expected in other to help the family business to be successful		6.4	2	4	7	0.87
You and your family support the family business in discussions with friends, employees and other family members.		6.2	4	4	7	0.93
You and your family feel loyalty towards the business		6.5	1	4	7	0.78
You and your family find that your values are compatible with those of the business		6.0	6	3	7	0.99
You and your family members are proud to tell others that you are part of the family business		6.5	1	4	7	0.81
There is so much to be gained by participating with the family business on a long term basis		6.2	4	4	7	0.94
You and your family members agree with the family business' goals, plans and policies		6.1	5	4	7	0.97
You and your family members really care about the fate of the family business		6.5	9	3	7	0.76
Deciding to be involved with the family business has a positive influence on your life		6.3	3	3	7	0.90
You understand and support your family's decisions regarding the future of the family business		6.4	2	4	7	0.81

Family culture is argued as one of the most important defining elements of family influence on a business. In actual terms, family culture is considered to be an essential factor that determines organisational behaviour; and the alignment of family goals to the

organisation's goals (Holt et al., 2010; Lumpkin, Martin, Vaughn., 2008; Rutherford, Kuratko, Holt, 2008; Bertrand and Schoar, 2006; Zahra et al., 2004; Klein et al., 2005; Astrachan et al., 2002). Nevertheless, the question is how strong is the presence of family

culture in a family owned and/or managed business? This is one of the questions that this paper is set to address. The well-defined and tested culture sub-scale of the FPEC Scale developed by Astrachan, Klein and Smyrnois (2002) and further validated, first by Klein, Astrachan and Smyrnois (2005) and second by Holt, Rutherford and Kuratko (2010) is used to measure family culture in this paper.

However, the initial 5-point Likert scale used by Astrachan et al. (2002) is replaced with a 7-point Likert-scale for more variability in the responses solicited from the respondents. Furthermore, a few early researchers have suggested that the 7-point scale may be more reliable than the 5-point scale for this present study (Coleman, Nabekura, & Lichtman, 1997) because the latter has been found to generate stronger correlations with t-test results (Lewis, 1993). Generally, in the wider literature, the seven-point scale enjoys more empirical support on its reliability although; the five-point scale is more popular (Preston & Colman, 2000). More important and relevant to this study is wider usage of the 7-point scale in family business research (Zellweger, Kellermanns, Chrisman, & Chua, 2012; Stewart and Hitt, 2012; Hienerth and Kessler, 2006; Fletcher, 2002). The anchors on the 7-point likert scale used are: '1 for strongly disagree; and 7 for strongly agree'. The remaining numbers between '1 and 7', though not indicated on the questionnaires were explained as follows: '2 and 3' means disagree; 4 stands for neutral; 5 and 6 for agree. Table 1 below shows the culture scale and the relevant descriptive statistics. The statistics presented below shows that none of the 13 culture items has a mean value below 5.5. This suggests that family culture is an important

measure of family involvement in a family business.

The two most important items with the highest mean value of 6.5 are: 'you and your family feel loyalty towards the business; and 'you and your family members are proud to tell others that you are part of the family business.' These two items suggest the presence of strong loyalty of family members towards the firm that they are involved in. The next two items that rank 'second highest' on the list of importance are: 'putting in a great of effort to ensure the success of the family business'; and 'understanding and supporting the family's decision regarding the future of the family business. These two items are described by Lumpkin et al. (2008) as part of a strong family tradition and loyalty in their family orientation scale. It is also important to note that the high mean score of item 1 (6.3)- 'your family has influence on this business'; placed significant emphasis on the importance of family influence in shaping the behaviour of the firm and it is the main argument of this paper. Based on the findings shown and discussed above, we accept the hypothesis that family culture is present in Nigerian family businesses.

#### **4.3 Inferential Statistics - Independent Sample t-Tests**

Nigeria, being a predominantly patriarchal society in terms of traditional beliefs and practices, the role of women in formal businesses are seldom acknowledged or noticed. Therefore, investigating the level of family culture in family firms based on the gender of whom the founder, owner and/or manager is, would further broaden the current insights on the role of women in businesses with family involvement. In most communities in Nigeria, transferring business ownership or control to women is not widely

acceptable. Most founders or business owners would normally follow the norm of transferring their business interests, ownership or control to the oldest male child (Makama,2013).

In this regard, in order to compare the level of family culture in businesses owned and/or managed by men with that of women in the same position, an independent-sample t-test was conducted to evaluate the null hypothesis that there is no difference in the level of family culture present in the family firms based on the gender of the founder, owner and/or manager. The question asked at this point is 'do the level of family culture in a firm differs in terms male and female ownership or management of that firm?' The importance of this investigation is premised on the established importance of family culture in fostering the strategic flexibility of family businesses (Zahra et al., 2008); and firm performance (Brice, 2013). Therefore, examining the factors that promote family culture in family firms is considered to be an important line of research investigation. Independent t-test was considered to be the most appropriate tool for this analysis because it enables you compares the average values of two different groups based on the assumption that any observed difference is unlikely to have occurred due to a random chance in sample selection.

The initial descriptive analysis produces the following figures for means and standard deviation of the two groups: Male (mean=6.1717, SD=0.6374, n=166); and Female(mean=6.3357,SD=0.5371,n=71). According to the analysis of means, the female-led family-involved businesses with a mean of 6.3 have a slightly higher level of family culture than the

male-led group (the mean for this group is 6.2).

The assumption of normality was evaluated using skewness statistics and the values generated for both groups (male=-1.0 and female=-1.1) were within the acceptable +1 and -1range, suggesting no outliers in either group. Thus, the assumption of normality is met and found tenable for both gender groups. The assumption of homogeneity of variances was tested and is found tenable using Levene's test,  $F(1, 235) = 1.523, t = -1.898, p = 0.218$ . The t-test is significant at both 90% and 95% confidence interval with a p value of 0.05. These results suggest that the level of family culture differs according to the gender of who is leading a family business. Specifically, the outcome of this analysis suggests when women are leading a family business; the level of family culture in that business might be higher despite the huge disparity between the numbers of male owned and/or managed family businesses (70%) and those owned and/or managed by women (30%).

## 5.0 Discussion/Conclusion

Family culture is an important valuable resource that shares a similar influence on a family firm like the already established components of family involvement in the family business literature namely: ownership, management, succession and governance. Furthermore, it is the exegesis of this paper that family culture might indeed be an idiosyncratic organisational process that propels distinct behavioural phenomenon in family businesses. Family cultural traits such as trust, loyalty, harmony, identifying family members with the family business, defending the family business, creating contacts for the business and being committed to the

family's goals for the business, which are deeply rooted in the Nigerian culture are shown to be important resources for family businesses to possess in order to survive in the Nigerian economic environment.

The outcome of this study shows a significant presence of family culture in family owned enterprises, with the least mean figure of the items measuring family culture as '5.8', on a seven-point scale. Furthermore, the findings showing a significant higher level of family culture occurring in firms owned and/or managed by women when compared with those owned and/or managed by men, is another important investigation in this study. Traditionally, in patriarchal societies like Nigeria, the role of women remains invisible in formal business enterprises; therefore, outcomes such as these would help shed

more light on the importance of women beyond their traditional activities within the family. Furthermore, despite, the huge disparity in the sample size composition of male and female owners and managers, the significance and positive finding is an indication that women should be given more visible and defined leadership roles with family firms. This is also more important because, almost all families are headed by men in this region and this role is oftentimes transferred in to their various business concerns thus making women and their activities almost invisible (Lyman, Salganicoff, & Hollander, (1985). Hence, it is necessary for FBR scholars and practitioners to start considering reversing the order that places women in background roles.

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## Learning Organization in Business Research: A Review of Literature

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**Abstract:** Learning organization (LO) is a concept that has evolved for decades; but, it was popularized by the book “Fifth discipline” by Peter Senge. There are many literatures in relation to the idea of “learning organization”; however, most tend to respond to the issue of how to make it work. This article reviews existing literatures to assess the evolution, empirical assessment and critique of the concept in business research. This study confirms limited empirical work in relation to LO and complexity of the concept. There is evidence of lack of understanding of the concept and how to effectively apply it to one’s organization. This research recommends for the concept to be further revisited and that more empirical work be done to give more flesh to the concept, more especially in developing countries, bearing in mind the diversities of national cultures in places like Africa, in order to validate the principles and claims of LO.

**Keywords:** Learning organization, systems thinking, organizational learning, team-learning, mental models.

JEL Classification L2, L22, M53

### 1. Introduction

A learning organization (LO) is described as an organization where individuals continuously stretch their capacity to make the result they really desire, where patterns of thinking that are new and beyond easy reach are reared, where collective ambition is

released, and also where persons are constantly thinking out ways to learn the whole altogether (Senge, 1990). The learning association: the learning organization is seen as a structure that makes achievement of competitive advantage an easy one, that empowers workers, strengthens and improves the

experience of clients and the cooperation they have with major business associates, and ultimately enhances the performance of the organization (Aly, 2016).

A great deal has been written, in relation to the idea of “learning organization”, however, most tend to respond to the issue of how to make it work. In concession to this statement, many researchers including Phillips (2003) and Kiedrowski (2006) did state that empirical research that looks into the practicality of the disciplines given by Senge (1990) and consequent results are limited. This study researches into existing literatures to assess the evolution, empirical work and critique of the concept in business research.

## 2. Literature Review

### 2.1 The Evolution of the Concept

Though the concept “Learning organization” was made popular in 1990 by Peter M. Senge, there had been many previous activities and publication that contributed to the learning organization we have today, which is still evolving. According to Senge (1990), five disciplines are necessary for the formation of a learning organization. These include: (i) Personal Mastery – developing one’s personality. (ii) Mental Models – firmly fixed assumptions that determine how people perceive their environment and take actions. (iii) A Shared Vision – the capability to form a shared identity that generates the right focus and energy for learning. (iv) Team-learning – collection of individual learning. (v) Systems Thinking – Scientific method of assessing the performance of organizations as a whole with data, and not assumptions. However, these concepts evolved from earlier works.

The history of the learning organization is traced to the 1920s, with researches

into learning systems and organisms (Coulson–Thomas, 1996). According to Stuart (2001), in 1938 John Dewey published a book “Experience and Education”, where he gave publicity to the idea of “experiential learning” as a continuous loop of activity. In 1940s, Margaret Mead, Lawrence Kubie and Gregory Bateson publicized “system thinking in the Macy conferences before a group of intellectuals. According to Ashby (1956), the scientific process of observing carefully, reflecting, creating hypothesis, experimenting, reflecting deeply, matured act and yet reflecting deeper, coupled with systematic arrangement and followed by dissemination to other parties that are interested, created the foundation for the present “systems thinking”. Also in 1940s, Kenneth Craik formed the concept “mental models”. Again in 1946, Kurt Lewin, the theory founder of National Training Laboratories, suggested the concept of “creative tension” between individual conviction and reality.

According to Garratt (1999), the study of Revans, Schumacher, and Bronowski, under the support of Sir, Geoffrey Vickers by the end of Second World War (1945), at the “Intelligence Unit” of the newly-nationalized National Coal Board of United Kingdom, created an all-round system that launched the “action learning” activity, which is the center of operation that drives learning organizations. Cangelosi and Dill in 1965 introduced the concept of “organizational learning” to the management stock of words. They examined critically the learning procedures of a team of seven and made clearer the “mechanisms of adaption and learning” inside a corporation. And Argyris’ concept of “double loop

learning” contributed highly to the design of learning organization.

In 1982, Senge, Arie de Geus, O’Brien and Stata, and some others formed the learning organization study group. In 1989, a series of event occurred; Bill Isaacs presented the idea of dialogue as a channel for team building capacity to Senge, Charles Handy’s “the Age of Unreason” was published and the Center for Organizational Learning was established at MIT, headed by Senge. By 1980s and early 1990s, the terms “learning organization” and “organizational learning” were usually used interchangeably. Then, by 1990, Senge’s book, “The Fifth Discipline” was published. This book drew resources from various notions: “system dynamics” and “personal mastery” from Fritz’s study, the idea of “creative tension”, “mental models” from Wack’s and Argyris’s research, “shared vision” from the research performed at the consulting firm (Innovation Associates), and “team learning” from David Bohm’s notions.

All these researches, seminars, conferences, activities and publications all contributed in one way or the other to what we understand by learning organization today.

## **2.2 The Nexus between Learning organisation and Entrepreneurial organisation**

According to Gibb (1997) learning is a vital characteristic in entrepreneurship, because it entails the acquisition or modification of business expertise, habits, knowledge and attitudes. A LO manages to identify and correct mistakes, distinguishes and chooses opportunities, and enhances abilities to achieve organizational objectives. Learning organizations encourage their workers to perform as intrapreneurs. Also, the learning organization permits

the entrepreneur to incorporate new elements of knowledge and to create new relationships between them (Franco & Haase, 2009). Hence, the key skill that the entrepreneur requires is the capacity to learn how to apprehend new notions and strategies to increase organizational performance. This is achievable through learning organization which encourages and enables individual and organizational learning, and the articulation of implicit knowledge (Rowley, 2000). Therefore, it can be upheld that for organizations to nurture intrapreneurship so as to improve organizational performance, they need to aim at becoming learning organizations.

## **2.3 Empirical Assessment of the Concept and Proposition Development**

In an empirical study carried out by Thakur and Chaudhuri (2015), which focused on determining the barriers to becoming a learning organization faced by Indian banks, they discovered that learning environment and employee empowerment were the most barriers encountered by these India banks. Thakur & Chaudhuri concluded that the dimension ‘learning environment’ which consists of help, experimentation, openness and time for reflection and employee empowerment needed to be attended to by the banks as soon as possible if they want to become LO.

In a case study carried out by Steiner (1998) of a Swedish firm (manufacturer of tools) that attempted to develop a learning organization, certain barriers to learning were discovered. These barriers were as a result of the differences between the individual’s mental models and metaphors, and the management’s mental models and metaphors. According to Steiner, there was difficulty in changing from the old

Taylor-inspired organization to the new ideology. Based on the findings from extant literature, this study therefore came up with the following proposition;  
**Proposition 1:** Conservative model is negatively related to the practice of learning organization

Dobbs (2000) in his article, “Simple Moments of Learning” gave an account of an informal learning organization – Reflexite North America’s New Britain, CT, plant. Reflexite rearranged its plant in such a way that the employees could see the product from start to finish, enabling them to know how the organization functions and the impact of their individual contributions on the financial performance of the organization. Workers were made to function in small teams and to informally cross-train one another in their assignments.

Mercy Corps organization is said to be committed to developing into a learning organization. According to the record of 2008, since 2003, knowledge generation and sharing, team development, and information management, have been the three main areas of agency that they have greatly invested in, to enhance their staff program results and effectiveness. They embarked on certain initiatives that dramatically decreased malnutrition in Indonesia, 40 interns were placed in 30 field offices worldwide as a result of the university partnerships, developed e-learning courses, and made transfer and sharing of knowledge easier.

Jamali, Sidani and Zouein, (2009) carried out a survey of all the measurement instruments of the learning organization available to identify which one is to be considered the most appropriate tool for measuring how progressive two sectors of the Lebanese economy are towards being

LO, after which Dimensions of the LO Questionnaire (DLOQ) was adopted. The sectors considered include: information technology (IT) and banking. The findings suggested that LO best practices were integrated in both sectors with the IT sector showing good progress and evolution towards learning organization.

Hussein, Omar, Noordin and Ishak (2016) in their study of 40 scholars in a Public Institution of Higher Education in Malaysia (PIHE), explored the level of the culture of learning organization and its relationship with organizational innovativeness and organizational performance. From the findings, learning organization culture was found to be moderate among the firms. Furthermore, organizational innovativeness and organizational performance were observed to be moderate. Continuous learning, followed by team learning and collaboration were discovered to be strongly related to the performance of the organization.

An exploratory study was conducted by Ellinger, Yang and Ellinger (2000) to determine the relationship between financial performance of the organization and the dimensions of the learning organization. They used Watkins and Marsick’s DLOQ instrument and the measures of secondary financial data and firm performance, which was taken from the Stern Stewart Performance 1000 financial databases and “COMPSTAT” to conduct this assessment. According to them, their findings propose that learning organization may have positive relationship with the performance of the firm.

**Proposition 2:** LO is positively related to firm performance

Dekouloua and Trivellasb (2015) investigated the Learning Organization pattern in relationship with job satisfaction and job performance. Their findings showed that an important predictor of both individual performance and employee job satisfaction is learning-oriented operation, and a mediator of the relationship between learning organization and job performance is job satisfaction.

Goh (2001) carried out a research to articulate a learning organization archetype and to suggest a structure plan for gaining deeper insight on the notion of a learning organization from the perspective of normativeness. The introductory conclusion was that LO generally have organizational structure that is highly formalized and not hierarchical, and are relatively organic and flexible. The findings revealed that private organizations do better on LO attributes, confirmed job satisfaction as one of the benefits of a LO and experimentation - most significant attribute of LO.

**Proposition 3:** LO is positively related to job satisfaction

Jamali and Sidani (2008) study aimed at analysing the performance of some Lebanese firms through some of learning organization's core dimensions pointed out in the literature. The dimensions that seemed most salient and relevant in the context of the Lebanese were their main focus. This study led to the conclusion that different cultures receive different dimensions of learning organization and so measurement instruments peculiar to each culture should be used to derive the correct insight that will add value.

According to the research done by Kuşcu, Yenerb and Gürbüzc (2015)

where the culture of a leading, global white goods producer, was investigated using exploratory case study method, the company was seen as portraying learning organization. The results were examined using the fifth discipline model by Senge and were grouped in line with espoused values and organizational cultural levels of artefacts by Schein, and it was discovered that the firm exhibits a number of learning organization characteristics.

**Proposition 4:** Culture affects the application of learning organization in an organization.

### 3. Methodology

The approach adopted archival research method. This method involved surfing the online education databases like EBSCO, ERIC and Science Direct, for relevant academic literature on learning organization. These databases were picked because they cover wide range of disciplines and different publishers support them, and they provide access to a variety of academic publications and academic journals. A few books, conference papers and websites were also consulted. The literature review was restricted to English publications.

The research used as early as 1956 publications because of the evolution part of the work and empirical works were between 1998 and 2015. Eleven empirical works on learning organization were mentioned and arranged according to the positions. In all, thirty-seven documents were consulted, mostly journals. The number of documents was enough for the work, which includes the description, evolution, empirical assessment and a critique of learning organization.

#### 4. Discussion

The notion of learning Organization (LO) looks as a promising ideal for companies. As Villardi and Leitão (2008) quoting Leitao & Martins (1998) stated, LO has the potential to furnish transforming changes in organization to the point of re-conceptualizing a business organization. It is a concept that has awakened many organizations to the power of learning in building a competitive edge over their competitors and in adapting to change and their environment. Emphasis is laid on building the levels of learning capacity of individuals, teams and organization. However, writers and researchers have criticized the theory saying that it is still a “pre-concept” that still needs more theoretical foundation, (Villardi & Leitão, 2008). They said it is fragile, being born of prescriptive-orientation, that is, it is being applied before a theoretical formalization is developed that concedes scientific status to the abstraction “an organization that learn to learn”. LO requires more work to be done on it before it can be generally accepted as an organizational theory for transformation of change.

According to Ulrich and Glinow (1993), its lack of scientific density has been replaced with many different definitions by and increasing prescriptive literature, yet without any agreement on any single definition. This lack of consensus points out that there is still ambiguity as to what a learning organization really is or is expected to be (Jamali, Sidani & Zouein, 2009). Villardi and Leitão (2008) argued that LO notion cannot be fully apprehended within the obtainable business and organizational theory framework given that it is only acceptable by adaptive learning and change. According to them, if implementers and researchers don't

recognize this fact, and do not apprehend the change in concomitant cognition required for a learning organization to form, it will not occur.

In line with Smith (2008) perspective, the idea of learning organization has established itself as a durable but vague concept. According to him, it is a prescriptive initiative and could have lasted this long because of its ambiguity, which has somewhat caused managers, practitioners of all fields, researchers, editors, and students great opportunities to conclude on it what they desired. For instance, the expression of the concept of LO in some ways provides managers with the raw materials for ideologies which have the potentials to constrain the actions of other workers and their meanings, in order to have the interests of the dominant coalition supported (Coopey, 1995). Furthermore, Learning which can be used by employees to ward off layoff or cutbacks, is also seen as a tool in the hands of management for firing workers, downsizing, invasion of privacy and restructuring (Fenwick, 1995)

The concept of learning organization has attracted so much literature on it yet it lacks the critical analysis of a theoretical framework, a lot is still missing on the link between individual and organizational learning, how the individual benefits, detailed scenario under which LO is achievable, the type of companies that should not bother with LO model and the consequence of imposing it on the unwilling, (Jacobs, 1995; West, 1994). However, even with the lack of enough flesh to cover the concept, Kuchinke (1995) assumes that the notion is being over-rated as a one-off solution for a wide range of organizational issues.

Concerning leadership and learning, Caldwell (2011), argues that the LO concept is critically defective, because organization practices lack the theories that enable “learning to lead and leading to learn” to be disseminated in organizations. And so, Senge’s under-theorized attention on distribution of leadership, tend to consistently neglect problems of practices and power, and the likelihood of political activity being seen in learning organizations, which may pose as a deterrent to the learning aims, (Coopey, 1995).

Senge associates system theory with a one sided view of the world and a specific political outlook. Barrett (2007), though agreeing with Senge’s view, argues that if “systems thinking” is really a scientific tool, it should not align with a specific political outlook. This is because having a specific worldview and political outlook will turn away those who do not share the same view from “systems thinking”.

Another criticism of learning organization is that researchers and sociologists in community and adult education, and also in the training and vocational education community, (for example in Germany), see the concept as having foundation in a prescriptive or normative business-school management notion that is rooted in economic principles of organizational effectiveness in American/Anglo-Saxon (Fischer, 2003). They also criticized the fact that modern management used psychological theories and sophisticated cultural concepts to greatly increase the gains for the company without paying much attention to ensure that employees get personal learning benefits too, (Nyhan, Cressey, Tomassini, Kelleher & Poell, 2003).

Finally, the lack of adequate empirical evidences of organizations

implementing this learning organization concept is of a major issue with the critics. It is seen as merely a decontextualized theory that has been made popular as a formula for immediate success in management literature (Nyhan et al., 2003; Barrett, 2007). The theory of learning organization is seen as being in the development stage still, since no empirical research of longitudinal form is available to uphold the assertions that it improves the effectiveness of organizations over a period of time (Worrell, 1995).

## **5. Conclusion and Recommendation**

Learning Organization is a concept aimed at addressing the learning culture of organizations through personal development of employees, team work, sharing of knowledge and vision, and systems thinking, with the goal of improving the organizational performance. The concept has been evolving over the decades but was made popular in 1990 by Peter Senge through his book “The Fifth Discipline”. It is a concept that enhances the use of learning for the sustenance of an organization’s competitive edge over its rivals. However, it is still struggling with its definition and the process of implementation. This has affected the interpretations given by researchers, authors and practitioners. Everyone is interpreting and implementing it as he or she deems fit. Some have established a measure of success with it while some have failed. Critics have seen it as a concept without strong theoretical foundation which has left so many questions unanswered. It is seen as a tool to avoid being laid-off by employees and at the same a tool for managers to fire, retrench or force employees to support the actions of the dominant party.

As such the following recommendations are stated:

- i. From the initial challenges from the mentorship program by Pillay and Pillay (2012), it is vital that employees in a business organization aspiring to be a learning organization should be adequately educated of the purpose and benefits of learning organization before commencement of the concept. This will enable them to be fully involved and not be skeptical of the whole process, and any doubts and fears for the jobs will be fully dissolved.
- ii. Also, the organization management and executives should be fully involved in the process to foster unity and acceptance of the notion. They should enact policies and procedures which encourage learning in the organization and enhance the learning environment.
- iii. Furthermore, the study recommends that innovative orientation should be employed thereby promoting continuous learning and conscious desire to change the way of thinking and relating among the employees.
- iv. Equally important is the need to identify clearly certain individual and organizational assumptions, which may hinder the reforms and changes desired by management.
- v. Again, it is vital that businesses, which are aspiring to become
- vi. learning organizations, recognize that LO is not an end but an on-going process which demands time, energy, empowerment of employees and commitment by all.
- vii. In addition, human resource management strategies such as job rotation should be encouraged in order to facilitate learning among the employees.
- viii. Finally, in spite of the challenges and complexities associated with learning organization, it is still a worthwhile venture which is to develop the participants and set the organization on the path of improved organizational performance if the process is well structured. Therefore, this study recommends that more empirical work be done to give more flesh to the concept and provide adequate empirical evidences of successful implementation of the learning organization concept, which can serve as reference points. This should be done more especially in developing countries, bearing in mind the diversities of national cultures in places like in Africa, in order to validate the principles and claims of LO.

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