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## ENTREPRENEURSHIP BEHAVIOR: A TOOL TO ENHANCE EFFECTIVENESS OF SELECTED SMALL BUSINESS OWNERS IN ABIA STATE

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<sup>1</sup>Israel I. Eighbiremhon *PhD.*

<sup>1</sup>Department of Entrepreneurial Studies, College of Management Sciences,  
Michael Okpara University of Agriculture, Umudike

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### Abstract

*The study focused on the entrepreneurship behaviour: a tool to enhance effectiveness of selected small business owners in Abia State. The specific objectives are to assess the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State and analyse the factors mitigating against entrepreneurial behaviour on effectiveness of Selected Small business owners in Abia State. This research adopted a survey design. This study adopted two sources of data collection which are primary data and secondary data. A sampling random sampling method was adopted. Regression model were adopted to establish the effect of dependent and independent variables in the study. The findings of the study stated that Entrepreneurship behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State with  $p\text{-value} = .005 < .05$  significant level. Factors mitigating against entrepreneurial behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State with  $p\text{-value} = .009, .001$  and  $.012$  respectively  $< .05$  significant level. The study recommended that the entrepreneurs should show more proactive in solving behavioural problems and predicting and preventing future challenges in order for them to achieve business growth that competes in any business environment.*

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**Keywords:** *Entrepreneurship Behavior, Small Business Owners, Effectiveness and Organizational Performance.*

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## INTRODUCTION

### Background to the Study

Entrepreneurial behavior is the attitude an entrepreneur portrays or a task to keep the business on track, it requires dedication, collaboration, sleepless night, persistent planning, initiative and skill development. An entrepreneur should also be proactive in problem solving, knowing when to formulate and implement the right strategy to gain a competitive edge in the global market. One cannot understand an individuals' behaviour completely without learning something about that individual's firm. Employees are an organization's most valuable asset and this is especially true in relatively government or non-government organization such as the SMEs, but again, people also represent the most difficult resource for organizations to manage. Unlike physical assets, people have their own individual needs which must be met and habits which must be managed if they are to contribute to organizational growth. They are individuals who bring their own perspectives, values and attributes to improve SMEs life, and when managed effectively can bring considerable benefits to organizations.

Furthermore, for SMEs to grow the entrepreneur must ensure that all hands are on deck at all the time. He has to ensure that things work out a plan that is positive behaviour of hardworking by entrepreneur (Chukwuma, 2017). An entrepreneur learns how put up a bravery behaviour that will support every decision-taking for the SMEs to keep going, thus, decision that involves financial institutions, government officials, competitors, legal advisers and hosting communities that will always come with one or two challenges externally to the plan of the firm, it requires bravery behaviour to stand on the feet for the business to survive.

Small business owners crave for growth, thus, an entrepreneur with a positive behaviour should make sure that as the business is becoming expanding, there should be a mechanism for managing daily operations. Growth likely to creates a double impact, giving the central figure less time to communicate with others, as they spend increasing allotments of time attempting to manage operations. It was suggested by Amadi (2018) that whenever a firm experienced growth, the manager need to have a deep structure of shared rules and beliefs within the company which will allow information to flow smoothly. Therefore, this study seeks to examine the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State.

### **Statement of the Problem**

Small business owners fail to improve the skills, knowledge and ability of the employee, most business owners see this skill development training as a waste of time and money rather than investment. Thus, most SMEs do not have plans for the skill development of their member's staff. Once those people are recruited, the SMEs do not orientate them, neither do they train them to acquire other modern skills or improve upon their talents and educational qualifications they came in with, rather small business owners focuses on raising productivity through improved quality, efficiency, cost reduction and enabling customers concentrate on their core business activities, without regards to skill development, since it is the same human working in the organization aid to achieve the said goals and objectives. Firms boost about their political, economic and social stability, quality product and profitability and fail to boost about how to improve the knowledge through learning and education. It is against this backdrop that this study reviewed the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State.

### **Objectives of the Study**

The main objective of the study is to examine entrepreneurship behavior: a tool to enhance effectiveness of selected small business owners in Abia State. The specific objectives are to:

- i. Assess the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State.
- ii. Analyze the factors mitigating against entrepreneurial behavior on effectiveness of Selected Small business owners in Abia State.

### **Research Questions**

- i. What is the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State?
- ii. What are the factors mitigating against entrepreneurial behaviour on effectiveness of Selected Small business owners in Abia State?

### **Research Hypotheses**

**Ho<sub>1</sub>:** Entrepreneurship behaviour has no significant effect on effectiveness of Selected Small business owners in Abia State.

**Ho<sub>2</sub>:** Factors mitigating against entrepreneurial behavior has no significant effect on effectiveness of Selected Small business owners in Abia State.

### **LITERATURE REVIEW**

#### **Entrepreneurship Behaviour**

Behaviour is the manner or means someone adopted to respond to an event. According to Kokcharov (2015), behaviour implies actions and gestures made by individuals toward his/her environment. Thus, in the business context behaviour implies the responses from an entrepreneur toward business demand. Entrepreneurship behaviour includes both planned and unplanned stimuli responses to the business environment such as competitors, customers demand, market driving, business positioning, image seeking among others.

Evidence from various literatures has shown that there is a common type of entrepreneurship behaviour that can lead to business growth and development. The following are the commonly identified business behaviour that can propel the entrepreneurship development within limited possible time.

#### **a) Unafraid of Failure**

According to Remeikiene and Startiene (2013), there is yet to be better behaviour than to ready to tackling any emerging challenges in business. An entrepreneur with positive behaviour will never be imaging business without challenges and fear of failure will not deter them from facing the challenges. Amadi, Ojiabo and Kemi (2018), argued that it is a common trait among entrepreneurs that they are uncommonly unafraid to learn ways of avoiding failure without necessarily avoiding challenges.

A risk-taker entrepreneur learns things that others than avoid challenges do not. Chukwuma and Ogbeide (2017) expressed that most positively behave entrepreneurs learnt how to re-track their steps whenever they stumble. Ability to adjust ways of things when no going according to plan supposed to be a valuable trait for everyone, but it is especially important for entrepreneurs.

#### **b) Happy to work hard**

There is yet to be any valued behaviour like hardworking by entrepreneur, whenever the business is started it relatively more comfortable for any entrepreneur to introduce him/herself as manager or founder, but the task to keep the business on track is vast, it requires dedication, collaboration, sleepless night, persistent planning. Remeikiene and Startiene (2013) expressed that the business owner may need higher different expertise to man the firm activities, the truth remains that, the entrepreneur is still the head of maintenance, accountant, CMO, legal counsel, security chief, human resource director, payroll manager, conflict resolution specialist, secretary, and, in some cases, mom or dad of the firm. This implies that a hiring officer may not work; the entrepreneur must ensure that all hands are on deck at all the time. He has to ensure that things work out a plan. That is positive behaviour of hardworking by entrepreneur (Chukwuma, 2017).

#### **c) Braveness**

Entrepreneurs will be forced to stand up for themselves against many bullies. Whenever, the business is being set up, there are always third parties, such as financial

institutions, government officials, competitors, legal advisers and hosting communities that will always come with one or two challenges externally to the plan of the firm, it requires bravery behaviour to stand on the feet for the business to survive. Remeikiene and Startiene (2013) argued that there are always differences between taking risks or breaking laws; thus, addressing matters arising should not be a deterrent for positioning the business correctly. As an entrepreneur, there must be a bravery behaviour that will support every decision-taking for the firm to keep going (Sambo, 2015).

## **Theoretical Framework**

### ***Theory of Planned Behaviour (TPB)***

Theory of planned behaviour was propounded by Icek Ajzen in 1975, and the theory states that attitude toward behaviour, subjective norms, and perceived behavioural control, together shape an individual's behavioural intentions and general behaviours. The theory can be used to improve the predictive power of the theory of reasoned action by including perceived behavioural control. Thus, the theory of planned behaviour has been extensively studied and applied in studies of the relations among beliefs, attitudes, behavioural intentions and behaviours in various fields such as public relations, advertising campaigns, healthcare, sport management and sustainability. Ajzen (1991) and Crook, Todd, Combs and Ketchen (2011) express further that theory of planned behaviour (TPB) can be used to identify and compare the relationship between the benchmarking competence of developers and that of managers or entrepreneurs. Benchmarking is done within a dynamic organisational environment in which there are multiple stakeholders.

In a nutshell, the theory of planned behaviour can be adapted to overall arrive at the predictive power of individual regarding attitude, subjective norm and socio-economic and the relative influence of attitude on the intention to do business. In the context of entrepreneurship, the theory of planned behaviour implies that a person will start or grow a business if he or she has the intention, enough information to form a favourable opinion, sufficient support and encouragement and importantly, the belief that he or she has the knowledge and ability to do it. Thus, the perdition for business success or entrepreneurship development could be based on attitude, subjective norm and desired socio-economic status of the entrepreneur, which can also define to the extent an entrepreneur will extend his/her attitude to earn support for his business. This agreed with the second hypothesis of this study, which argued that the attitude exhibited by the feminine entrepreneur toward her business likely influence her chances to get support external for entrepreneurship development. Thus, it is hypothesized in this study that feminine entrepreneurship that shows positive attitude toward their business can score higher predictive chance of attracting others, people, attention toward their businesses and security assistance to grow their entrepreneurship, meanwhile, those women with poor attitude and unplanned for their businesses could not attract particular interest and attention from others and their business is likely to be stagnated.

## **Empirical Review**

Oyelude and Bamigbola (2012) carried out a study on entrepreneurship development through access to information technology about the strategic roles of non-governmental organisations in Nigeria. The case study research method was adopted, and data for the study were collected from entrepreneurs and management and staff of the NGO centres through questionnaire and interview, while quantitative data were gathered through reported. The study reported poor entrepreneurs' accessibility to information facilities. Also, the study established that there was a low level of educations which limiting

the entrepreneurs' utilisation of information technology facilities for their commercial activities. The study concluded that poor entrepreneurial education affected entrepreneurship development. The study recommended that the government must be ready to improve operators' education as well as organising specialised training on entrepreneurial skills for operators. Likewise, the study recommended that non-governmental agencies to partners with the federal ministry of information in order to reach out to those entrepreneurs in the rural communities, where the majority of them are locally engaged in various commercial activities.

Orishede and Ezenwakwelu (2014) carried out an empirical study to identify the contributions of entrepreneurial development to economic growth in Nigeria. The specific objectives of the study were to identify the challenges facing entrepreneurial development in Nigeria, and to determine the extent of entrepreneurship development in Nigeria. The study was carried out among small and medium scale enterprises in Asaba, Delta state. The study had a population size of 90 out of which a sample size of 73 was realised using Taro Yamane's formula at 5% error tolerance and 95% level of confidence. The instrument used for data collection was primarily a questionnaire and interview. The descriptive research design was adopted for the study. The three hypotheses were tested using chi-square statistical tools. The findings from the study indicate that job creation and increase in national income are the contributions of entrepreneurial development to economic growth and that lack of strong patent law and lack of knowledge of entrepreneurship in the basic science and technology constitute the challenges to entrepreneurial development. The extent of entrepreneurial development in Nigeria is high. The study concluded that SSBs in Asaba, Delta state contributed to the economic development of the region, though still struggling with challenges. The study, however, recommends that there is need to change the mindset of young people to embrace self-employed job rather than waiting for non-existing government job and there is a need for government to set up workshops where young and old entrepreneurs will come and acquire new skills needed for their businesses.

Brinckmann and Kim (2015) carried out a study on the impact of nascent entrepreneurs' cognitive characteristics and human capital on business planning. The objective of the study was to examine the impact of nascent entrepreneurs' cognitive attributes and human capital on business planning behaviour in the United States of America. The study uses a data set from the Panel Study of Entrepreneurial Dynamics (PSED II), which was designed to offer valid and reliable data on the process of business formation. From the initial sample of 1,214 nascent entrepreneurs chosen from a representative sample of 31,845 adults in the U.S. population, the study selected a subsample of 479 single-owner ventures. This research design allowed them to examine the impact of individual entrepreneurs attributes on business planning behaviour while avoiding the confounding effects of complex team-level or organisational-level factors. The questionnaires were distributed among the sampled venture owners, through which the data were generated and were analysed using inductive, descriptive and inferential tools. The study found that entrepreneurial self-efficacy facilitates the development of formal business plans and entrepreneurial perseverance promotes engaging in business planning activities. Also, it was found that higher educational qualification of venture operators leads nascent entrepreneurs to engage in business planning activities and create formal business plans. Also, it was revealed by the study that prior work experience has a marginal effect on business plan formality. The study concluded that nascent entrepreneur characteristics promote a better understanding of business among American citizens. The study

recommended that American government should provide better supportive environment for the single-owner business to reduce the striving for outside financing support for promoting business planning activities.

Asogwa and Anah (2017) carried out an empirical study to examine the impact of Entrepreneurship Development on Economic Growth of Enugu State. The broad objective of the study was to determine the effects of entrepreneurship development on the economic growth of Enugu State. The study employed a survey research design. A structured questionnaire was administered to a randomly sampled three hundred and twenty (320) entrepreneurs drawn from a population of two thousand three hundred and twenty-five (2,325). The data collected were analysed with chi-square ( $X^2$ ). The study discovered that entrepreneurial activities create job opportunities which subsequently enhance the standard of living of the people of Enugu State. The study concluded that the role of entrepreneurial activities on economic development could not be over-emphasised because it enhances the socio-economic well-being of the people. The study recommended that the government should revamp the initiated programmes (Microfinance bank, Bank of Industry, BOI) by appointed men of goodwill that have passion for entrepreneurship to head some of the establishment in an attempt to enhance their activities taking cognisance of the vital role it plays on the economic development of the State.

### **Gap in Literature**

There is a dearth of knowledge on the impact of entrepreneurship behaviour among small businesses in Abia State; the little studies conducted were carried out outside Abia State, Nigeria. such studies include Oyelude and Bamigbola (2012) carried out a study on entrepreneurship development through access to information technology about the strategic roles of non-governmental organisations in Nigeria, Asogwa and Anah (2017), carried out an empirical study to examine the impact of Entrepreneurship Development on Economic Growth of Enugu State. Thus, this study attempted to bridge this knowledge gap by investigating the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State.

### **METHODOLOGY**

This research adopted a survey design to accurately and systematically describe the dependent and independent variables of the study. This study adopted two sources of data collection which are primary data and secondary data. The total population was Ninety-four (94) respondents from the selected small scale businesses in Abia State. The selected small businesses are Conk Electronics and Najisonic Electronics Company Nigeria. A stratified sampling method was adopted and it gave the staff an equal chance of being selected in the study. The main instrument for data collection was a structured questionnaire designed in a 5-point Likert scale of strongly agree (5), agree (4), neutral (3) disagree (2) and strongly disagree (1). To test hypotheses regression model were adopted to establish the effect of dependent and independent variables in the study. A total of ninety four (94) questionnaires were administered to the respondents of small businesses in Abia State, twelve questionnaires was lost with a percentage ratio of 12.8%, while eighty two (82) questionnaire was retrieved with a percentage ratio of 87.2% that formed basis of the study.

**Table 1: assess the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State.**

Statement	SA	A	UN	D	SD	Total
Entrepreneurial problem solving improves organizational performance	48 58.5%	17 20.7%	-	10 12.2%	7 8.5%	82 100
Entrepreneurial skills enhances sales growth	75 91.5%	7 8.5%	-	-	-	82 100
Entrepreneurial creativity increases organizational effectiveness	60 73.2%	12 14.6%	4 4.9%	6 7.3%	-	82 100

*Source: Field Survey, 2024*

The table showed the effect of entrepreneurship behaviour on effectiveness of Selected Small business owners in Abia State. Majority of the respondents strongly that Entrepreneurial skills enhances sales growth, Entrepreneurial creativity increases organizational effectiveness and Entrepreneurial problem solving improves organizational performance.

**Table 2: analyse the factors mitigating against entrepreneurial behaviour on effectiveness of Selected Small business owners in Abia State**

Statement	SA	A	UN	D	SD	Total
Unemployment	50 61.0%	10 12.2%	7 8.5%	8 9.7	7 8.5%	82 100
Profit motive	55 67.1%	17 20.7%	5 6.1%	5 6.1%	-	82 100
Population	50 61.0%	20 24.4%	2 9.8%	10 12.2%	-	82 100
Government policies	77 93.9%	5 6.1%	-	-	-	82 100
Economic instability	15 18.3%	30 36.6%	-	17 20.7%	20 24.4%	82 100

*Source: Field Survey, 2024*

The table above showed the challenges facing entrepreneurial behaviour in organization of Selected Small and Medium Scale Enterprise in Rivers State. Majority of the respondents 93.9% strongly agreed that Government policies affects small scale business, 67.1% Profit motive, 61.0% Unemployment, 61.0% Population and 36.6% agreed that Economic instability affects small scale businesses.

### Testing of Hypotheses

**Ho<sub>1</sub>:** Entrepreneurship behaviour has no significant effect on effectiveness of Selected Small business owners in Abia State.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R square	Std Error	t- value	P –value
1	.680a	.680	.610	.020	1.740	.005

*Source: Field Survey, 2024*

The table showed the regression on Entrepreneurial behaviour on effectiveness. The computed R square = 0.680, this means that Entrepreneurial behaviour explain 69% of how it influence effectiveness while 31% is explained by the other factors from the table of

parameters estimates, computed t-value =1.740 with p-value = .005 < .05 significant level which showed that Entrepreneurial behaviour has effect on effectiveness. We therefore reject the null hypothesis and accept otherwise. This implies that entrepreneurship behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State.

**Ho<sub>2</sub>:** Factors mitigating against entrepreneurial behaviour has no significant effect on effectiveness of Selected Small business owners in Abia State.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R square	R	Std Error	t- value	P -value
1	.611a	.678	.628		.024	1.458	.009,.001, .012

*Source: Field Survey, 2024*

The table showed the regression on Factors mitigating against entrepreneurial behaviour. The computed R square = 0.678, this means that entrepreneurial behaviour factors explain 68% of how it influence effectiveness while 32% is explained by the other factors from the table of parameters estimates, computed t-value = 1.458 with p-value = .009, .001 and .012 respectively < .05 significant level which showed that entrepreneurial behaviour has effect on entrepreneurial behaviour. We therefore reject the null hypothesis and accept otherwise. This implies that factors mitigating against entrepreneurial behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State.

**SUMMARY OF FINDINGS**

- i. Entrepreneurship behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State with p-value = .005 < .05 significant level.
- ii. Factors mitigating against entrepreneurial behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State with p-value = .009, .001 and .012 respectively < .05 significant level.

**CONCLUSION**

This study focused on entrepreneurship behaviour: a tool to enhance effectiveness of selected small business owners in Abia State. The study through its findings has demonstrated that entrepreneurship behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State. Entrepreneurship behaviour is one of the possible ways of gaining all needed skills that can guide the business to attain the deserving height. Thus, the study showed that Unemployment, profit motive and population are the challenges facing entrepreneurial behaviour in organization of Selected Small and Medium Scale Enterprise in Abia State, this implies that the more the challenges overcoming, the more experienced gained and skills acquired. The study concluded that factors mitigating against entrepreneurial behaviour has a significant effect on effectiveness of Selected Small business owners in Abia State.

**RECOMMENDATIONS**

In line with the findings and conclusion drawn in this study, the following are the recommendations:

- i. The entrepreneurs should show more proactive in solving behavioral problems and predicting and preventing future challenges in order for them to achieve business growth that competes in any business environment.



- ii. Entrepreneurs should be able to identify the challenges they facing in the business environment and devise mechanisms apparatus to tackle these challenges towards gaining competitive advantage in the global market.

## CONCLUSION

Based on the summary of findings in this study, the study concluded that;

- i. Staff remuneration does not significantly affect market value of quoted deposit money banks in Nigeria.
- ii. Cost of staff training does not significantly affect market value of quoted deposit money banks in Nigeria
- iii. Cost of Health Care and Safety significantly affect market value of quoted deposit money banks in Nigeria

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