
INFLUENCE OF ENTREPRENEURSHIP ORIENTATION ON PERFORMANCE OF SMALL ENTERPRISES IN BOSSO LOCAL GOVERNMENT AREA, MINNA, NIGER STATE. (Case Study of Selected Poultry Businesses)

Nmadu, Nuhu Kolo & Ndace Silas

Bus. Administration and Mgt.
Entrepreneurship Education.
E-mail:silwanciko@gmail.com

ABSTRACT

This research work is aimed at studying the influence of Entrepreneurship Orientation on the Performance of Small Enterprises in Bosso Local Government Area, Minna, Niger State, with particular reference to selected poultry businesses. 91% of the questionnaire respondents returned their questionnaire which was used for analysis alongside the empirical view of the study. The study addresses the conceptual view of parenting and mentorship as mediums of Entrepreneurship Orientation which consequently have the tendency of influencing performance of Small Enterprises. The extent of such Influence on Performance of Small Enterprises through profitability and Turnover shown in this research is at a less significant level, due to other factors that influences profitability and turnover like; price, market share, competitors etc. Never the less, the Influence of Entrepreneurship orientation cannot be over emphasized especially at the present stage of the Nigerian economy as a developing nation. Orientation and re-orientation must continue both at the family level, mentoring, academic environment, community etc. This must not end at the theoretical state, but must be treated in practical terms, so that full impartation can be acquired by the beneficiaries of the Entrepreneurship Orientation. By doing this, there will be increase in Small Enterprises resulting to increase employment opportunities,

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Economic activities, healthy competition and contribution to Gross Domestic Product (GDP) from the grass route level to the entire nation.

INTRODUCTION

All through the globe, shifts in population demographics, technology changes, fluctuating economics and other dynamic forces have transformed societies as never before, bringing new challenges and opportunities to the fore-front. Among the responses to these shifting forces is an increased emphasis on entrepreneurship by governments, organization and the public. Small and medium enterprises (SMEs) play an important economic role in many countries and communities all over the world. Their activity is a sources of new jobs and an important factor in a free market economy; a significant impact on economic development and immense influence on the market (Lukes & Laguna, 2010). Entrepreneurial orientation (EO) has been conceptualized as the process and decision making activities used by entrepreneurs that leads to entry and support of business activities (Kropp; Lindsay, & Shohan 2006); and the strategy making process that provide organization with a basis for entrepreneurial decision and actions. This study seeks to address the question of whether entrepreneurship orientation through parenting and mentorship can lead to Performance of Small Enterprises in our societies/communities or not. Although entrepreneurship orientation has been suggested as an essential attribute of high performing firms (Covin & Slevin 1989, Wikilun, 1999; lee & Peferson 2000). It is also of great importance to consider entrepreneurial orientation as a major key to Performance of Small Enterprises in our societies which has led to parenting and mentorship of the young ones. Thus it is essential also to develop entrepreneurial orientation among college students to boost future economy and entrepreneurial orientation

education should be customized according to the unique cultural context of each nation and should be narrowed down also to the various communities. Meanwhile the role of parenting style and mentorship and general entrepreneurship exposure shall be discussed using the various related variables under the relevant constructs of the subjects.

Statements of the Research Problem

Orientation generally is foundationally essential for good take off and sustenance of any organization or personnel. The absence of entrepreneurial orientation in any entrepreneurship venture will normally create a gap and consequently tell the world that the system in question is not well founded before commencement of the venture. Small Enterprises (SEs) are usually with the attributes of low productivity and business failure at very high rate, hence the need for sufficient orientation. The sector bears the challenges in the existing gap in the Nigeria economy and management system, despite their vital roles played in developing the economy, their impact is not sufficiently assessed. But sufficient and timely entrepreneurial orientation can handle such predicament to a large extent so that risk and uncertainty can be minimized. Entrepreneurial orientation has been acknowledged as a key development for a firm's growth, performance and profitability. It has been related to high firm growth (Brown, Daudson & Wiklund, 2008), superior performance (Mahmood & Hanafi, 2013) and longevity (Soininen 2013). Would lack of entrepreneurial orientation among the SMEs existing in Bosso Local Government in Niger state account for their high mortality, stagnation, non-productivity and low turnover? Such is part of what we want to find out in this research work. Most of the studies conducted on entrepreneurial orientation have focused majorly on developed countries outside Africa. Much more than that, the grass root

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economy in Local Government are often not given consideration in research works. Bosso Local Government has immensely contributed to the Niger state economy and to Nigeria at large, yet there is little or no empirical evidence available to this study on the entrepreneurial orientation and performance of Small Enterprises in Bosso Local Government of Niger state in Nigeria as it affect the Nigeria economy.

Objectives of the Study

The main objective of this study is to investigate the effects of entrepreneurial orientation and performance of Small Enterprises in Bosso Local Government of Niger state, Nigeria.

Specific objectives of the study are to:

- i. Examine the extend of entrepreneurial orientation through parenting to enhance turnover on performance of small enterprises (SEs) in Bosso Local Government
- ii. Ascertain the level of parental entrepreneurial orientation on enhancement of profitability in performance Small Enterprises in Bosso Local Government
- iii. Examine the level of entrepreneurial orientation through mentorship as a determinant of turnover in performance of SEs in Bosso Local Government
- iv. Ascertain the extent to which entrepreneurial orientation through mentorship can enhance profitability in SEs' performance in Bosso Local Government

Research Questions

In the course of research, the following research questions will be answered;

- a. What effect does Parental Entrepreneurial Orientation have on Turnover in Performance of Small Businesses?

- b. What is the effect of Parental Entrepreneurial Orientation on Profitability in Performance of Small Businesses?
- c. To what extent does Entrepreneurial Orientation through Mentorship lead to Turnover in Performance of Small Businesses?
- d. what is the extent of Entrepreneurial Orientation through Mentorship that leads to Profitability in Performance of Small Businesses?

Research Hypotheses

This study takes into cognizance the following research hypotheses;

Ho1: Parental Entrepreneurial Orientation has no significant relationship to Turnover in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Ho2: Parental Entrepreneurial Orientation has no significant relationship to Profitability in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Ho3: Entrepreneurial Orientation through Mentorship has no significant relationship to Turnover in Performances of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Ho4: Entrepreneurial Orientation through Mentorship has no significant relationship to Profitability in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Significance of the Study

The significance of this study is to investigate the extent to which entrepreneurial orientation through parenting and mentorship have influenced the performance of SEs in Bosso Local Government Area of Niger State and how it has led to good turnover and productivity. This research is intended to be able to bring out the salient

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areas where parenting had made several entrepreneurs, both sub-consciously and consciously. This could be because parents are fully engaged in some trades or venture in trades due to economic challenges. In which ever case when children are carried along, some eventually grow up to through such training establish their own businesses. Several young entrepreneurs have also become one through mentorship which they deliberately go to learn or train on either for a fee or freely depending in the relationship between the trainer and the trainee. This work will be of importance to anyone who wish to know the relevance of learning parents trades or painstaking learning under an established trader or entrepreneur. It will also be of great help to the students who desire to be self-employed whereby enhancing SMEs growth in the Nigeria economy.

Sources of Data

The researcher would use primary source of data which is a first-hand information. The primary source of data to be used is questionnaire.

The secondary sources of data are also to be used which are relevant text books, journals and other reference materials from both the library and the internet..

Limitation of the Study

The major constraint encountered in this study is the inability to go through the secondary data between the lines, due to lack of sufficient time, that should have strengthen the write up than what it is.

Scope of the Study

This research work focuses on how the orientation of entrepreneurship through mentorship orientation and parental orientation can improve the performance of SEs in Bosso Local Government of Minna, Niger state. About 50 poultry businesses is identified by the researcher in

the LGA, but 34 of these shall be selected at random for the purpose of this study based on the sample size determination calculation. The timing for distribution of questionnaire and collection shall be about three (3) to four weeks during the research work.

OUTLINE OF CHAPTERS

This research study was outlined in the following manner:

Chapter one provides a background of the study with other details that introduce any reader to the study.

Chapter two: Literature review:- this is the review of various relevant and recent literature's on entrepreneurial orientation and performance of SEs. This is divided into three parts namely, conceptual, theoretical and empirical framework.

Chapter three consists of research methodology which includes, Research methods, Research design, Population of study etc.

Chapter four captures the presentation and analysis of data

Chapter five gives the interpretation, summary and conclusion as well as recommendation.

OPERATIONALIZATION

In this research topic "Entrepreneurial Orientation and Performance of Small Enterprises in Bosso Local Government" are the two constructs are derived, they are:

X – Entrepreneurship Orientation

Y – Performance of Small Enterprises

A number of variables are derived from the constructs which are:-

X – Entrepreneurship Orientation

X₁ – Parenting

X₂ – Culture

X₃ – Vocational Studies

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X4 – Mentorship

Y – Performance of Small Enterprises

Y1 – Weather

Y2 – Turnover

Y3 – profitability the variable selected under each of the constructs X1, X4, Y2, Y3, that is

Entrepreneurial Orientation Performance of Small Enterprises

X1 Parenting

Y2 – Profitability

X4 Mentorship

Y3 – Turnover

Operational Definition of Terms

Entrepreneurship:- This is the capacity and willingness to develop, organize and manage a business venture along with any of its risks in order to make profit

Entrepreneurial:- This is an act of a person organizing and managing any business enterprise, usually with considerable initiative and risk.

Entrepreneur:- This is a person who sets up a business or businesses, taking on financial risks in the hope of profit

Small Enterprises:- This are businesses that employ small number of workers and does not have a high number of sales.

Orientation:- This is the process of familiarizing with something.

Mentorship:- This is a relationship in which a more experienced or more knowledgeable person helps to guide a less experienced or less knowledgeable person.

Parenting:- This is the process of rearing children to become healthy, productive and successful adults.

Turn-over:- The number of times an asset (such as cash, inventory, raw-materials) is replaced or revolves during an accounting period.

Profitability:- The state or condition of yielding a financial profit or gain. It is often measured by price to earnings ratio

Weather:- Is the state of the atmosphere, the degree that it is hot or cold, wet or dry, calm or stormy, clear or cloudy.

Social class:- A division of a society based on social and economic status

Culture:- This is the way of life, especially the general customs and belief of a particular group of people at a particular time.

LITERATURE REVIEW

Conceptual Review

The conceptual view of Entrepreneurial Orientation is looked at in different ways by different authors, which may depend on the need that is to be met at various material times. Some may be resulting from an academic challenge, societal poverty, quest to make money etc. Few of different authors' concepts shall be discussed as we review their different write ups in this study.

Entrepreneurial Education

Evborokhai & Abubakar (2011), saw entrepreneurship orientation from the educational point of view. In their book titled entrepreneurship (principles and practices), it was explained that "many research studies have brought out that entrepreneurship can be taught and learned". The myth that entrepreneurs are born with some innate traits is no longer always upheld. Entrepreneurship is therefore seen as a discipline and like other discipline it has models, processes and case studies which has what it takes to study the subject in detail. To aid entrepreneurship orientation through education, numerous courses in entrepreneurship are being taught all over the world in schools and colleges; seminars and conference are also being organized such that

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entrepreneurship development programmes (EDPs) are being conducted e.g. by National Directorate of Employment (NDE). This is all with the objectives of not just creating managers on a continuous basis without the creation of people who can absorb managers. With entrepreneurial orientation by education several supposed managers eventually emerge as entrepreneurs themselves, because they are able to learn how to be achievement oriented, self - confident, perseverant etc. some of the attributes mentioned above are what entrepreneurs are characterized by.

Evborokhai & Abubakar (2011), further explained that, Entrepreneurial Education has models which are in three phases. The phases are: (i).Stimulatory Phase (ii).Support Phase and (iii).Sustenance Phase.

(I) Stimulatory Phase: This phase involve planned publicity for opportunities, motivation and training and guidance in selection of product and service. Maurice Marwood(2012), in his lecture '*Ten Tips to Stimulate Entrepreneurial Innovation*' at MMARCO International Services Inc, expounded that, Some have argued that entrepreneurs are born, not made; however, he had come to believe that any organization can stimulate creativity and entrepreneurialism provided it has the correct type and style of leadership. To develop an entrepreneurial organization, leaders must abandon their strict go-it-alone focus on the internal fortunes of the company and instead pursue strategies based on the competitive environment and broader business trends. This is because innovation in a business enterprise must represent value, and therefore, must always be market-focused rather than product-focused.

Too many organizations inadvertently stifle creative entrepreneurial activity by overlooking the critical factors necessary to stimulate creativity. Maurice discussed the

following guideline that can enable a successful leader to have a creative entrepreneurial organization.

a. **Many studies have confirmed a strong link between intelligence and creativity.** In fact, the entrepreneur believes intelligence is the single best indicator of creativity, so the first step is to hire the best and the smartest people you can find. Develop a process to objectively distinguish the A-players from the B-players and pay what it takes to attract A-players, that is stimulation

b. **Periodically inject new blood into the organization.** Fight the urge to fill the organization only with bland conventional types that fit the traditional corporate mold. Look for new blood that has already demonstrated creativity and has a reputation for challenging the status quo. Do not buy into the myth that only certain types of people are creative. Eschew an egalitarian culture.

c. **Be flexible with respect to dress code, work times, reporting relationships.** Avoid rigid symmetrical organization charts and de-emphasize the "chain of command." Give creative people as much control as possible over their environment.

d. **Encourage interdepartmental communication, cooperation and cross-training;** however, avoid too much job movement so as not to lose the benefits that accrues from becoming immersed in a body of ideas. Simultaneously allow time for random thought that comes from solitude; creative people often do their best thinking alone. Usually, major creative ideas are preceded by periods of preoccupation and obsession.

e. **Encourage questions and especially meandering open-ended questions** that may seem irrelevant at the time based on a meeting agenda that may be too-rigid. Tolerate fuzzy-thinking manifested as gut-feelings, intuition and hunches—they can often stimulate creative solutions.

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f. During problem-solving situations where creativity is expected, and perhaps required, do not demand too much documentation, cost estimates and deadlines. Let the ideas develop and evolve. Avoid subjecting them to "reality tests," especially in the early stages before the ideas have been tested within the work team. Creative people are often their own worst critics and it is important to avoid additional strain and anxiety by demanding premature formal status reports.

g. Encourage outside education; develop a continuous learning environment. Support professional memberships and participation in association meetings and publications. Avoid policies that insist that all new knowledge compliment old knowledge.

h. Creative people often feel vulnerable when developing new ideas. It comes from the constant risk of failure. Thus, it is important to always offer reassurance and communicate that you have no fear of the unknown. Monitor progress discreetly and do whatever you can to mitigate their anxiety and self-doubt. Praise new ideas even before they prove successful, and always give credit where credit is due when ideas do prove successful. Ensure that the top officers of the organization are aware of the contributions made by creative people and their ideas.

i. Notwithstanding the above emphasis on individual tolerance and flexibility, it is important to have a well-defined Strategic Plan with high-level Critical Success Factors, Goals, and Objectives that clearly communicate where the organization is going and how it is going to get there. And when developing the Plan, be sure to give the people an opportunity to participate in decisions affecting their work. The Strategic Plan must be communicated to all levels. Each individual should have work plans that identify what's expected of them, but equally important, they must know how their work contributes to the success of the organization.

(II) Support Phase: This phase of model provides help in registration of units, arrangement of finance as well as land, sheds, power, water, common facility centre's etc. Then help is also provided in product marketing. William Shuffstall(2015), a Senior Extension Educator on Economic and Community Development as stated in his write up on "*Guidelines for Local and State Governments to Promote Entrepreneurship*" Local government can work with local entrepreneurs to plan and organize events such as a Start-up Weekend that bring together entrepreneurs and small business owners to present business ideas, form teams, or pitch a new business to a group of experts and serial entrepreneurs. Support organizations can work with the local interested entrepreneurs to regularly bring entrepreneurs together in an environment that catalyzes learning and the formation of relationships. These events should allow for entrepreneurs to discuss their challenges and receive feedback and advice from others.

a. Avoid creating a formal alliance between government and entrepreneurship organizations. Strict partnerships rarely have a real effect on entrepreneurs. Networks of entrepreneurs in successful regions are seldom the result of government-led programs of any kind.

b. Support or assist interested entrepreneurs and small business owners in their efforts to strengthen and build networks of entrepreneurs.

c. Go beyond networking. Hold events that are of interest to and cover information for the participants and inspire interaction among them. Invite a few entrepreneurs or business owners to discuss the current state of their business and challenges they are facing to generate discussion among participants about potential solutions.

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d. Focus events on entrepreneurs' stages of development. Entrepreneurs find it useful to meet others in the same developmental phase. It is helpful to think of the entrepreneurial process in three phases: Inspirational – potential entrepreneurs searching for opportunities; Start-up – starting a company; Scale-Growth – expanding annual revenue beyond \$1 million.

e. Celebrate and recognize successful local entrepreneurs.

f. Revisit your regulatory environment. Streamline your zoning approval process.

g. Welcome immigrants – Immigrants have been twice as likely as native-born Americans to start businesses. Create a welcome environment for all immigrants and embrace ethnic diversity in order to attract job creating immigrant entrepreneurs.

Local officials interested in growing entrepreneurs need to make a commitment for the long haul. This work requires connecting to the entrepreneurs at the individual level and with the entrepreneurial networks.

(III). Sustenance Phase: This phase of the model explains that once the enterprise is set up help is provided for modernization, diversification, additional finance, reputation and goodwill etc. Successful entrepreneurial processes require entrepreneurs and teams to mobilize a wide array of resources quickly and efficiently. All innovative and entrepreneurial ventures combine specific resources such as capital, talent and know-how (e.g., accountants, lawyers), equipment, and production facilities. Breaking down a venture's required resources into components, can clarify what is needed and when it is needed. Although resource needs change during the early growth stages of a venture, at each stage the entrepreneur should be clear about the priority resources that enable or inhibit moving to the next stage of growth. What kinds of resources are needed? The

following are some of the resources for sustainability of entrepreneurship:

- a. **Capital.** What financial resources, in form of (e.g., equity, debt, family loans, angel capital, venture capital), are needed at the first stage? This requires an understanding of cash flow needs, break-even time frames, and other details. Back-of-the-envelope estimates must be converted to pro forma income statements to understand financial needs.
- b. **Know-how.** Record keeping and accounting and legal process and advice are essential resources that must be considered at the start of every venture. New ventures require legal incorporation, financial record keeping, and rudimentary systems. Resources to provide for these expenses must be built into the budget.
- c. **Facilities, equipment, and transport.** Does the venture need office space, production facilities, special equipment, or transportation? At the early stage of analysis, ownership of these resources does not need to be determined. The resource requirement, however, must be identified. Arrangements for leasing or owning, vendor negotiations, truck or rail transport, or temporary rental solutions are all decision options depending on the product or service provided. However, to start and launch the venture, the resources must be articulated and preliminary costs attached to them.

On other hand, an entrepreneur can sustain and even improve what he has acquired by acquiring and adhering to the following values:

- a. **Bravery.** In recognizing and pursuing an opportunity, an entrepreneur requires bravery. Bravery, which springs from natural creativity and a determined spirit, helps the entrepreneur deal with discouragement and even defeat in the early stages of company formation.
- b. **Vision.** Vision guides the entrepreneur through the business planning process, clarifying the opportunity

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and setting goals for the organization. Vision allows the entrepreneur to see past his or her current position and beyond limited resources to more fully appreciate the potential of the venture.

- c. **Respect for self and others.** Respect for one's self and others is essential. It enables the individual to appreciate his or her efforts, relate effectively to family and community, and motivate others. This respect, which stems from pride, hope, and enthusiasm, frees entrepreneurs from the obstacles of low self-esteem, hopelessness, and anger.
- d. **Trust.** Trust is an indispensable part of the marketing effort as the company grows. Trust, which results from reliability, compassion, and gentleness, permits the entrepreneur to overcome mistrust, selfishness, and ruthlessness as the company deals with employees, customers, and vendors.
- e. **Honesty.** An entrepreneur must be honest in financing the company and managing the assets of the firm. Honesty, which emanates from decisiveness in taking risks and making choices, such that the entrepreneur avoid false security and stay calm amid confusing situations.
- f. **Generosity.** In directing the management and operations of a growing business, an entrepreneur should be generous. Generosity, which develops from supporting and leading others, permits an entrepreneur to eliminate racial bias, reduce resistance to change, and heal dysfunctions within the organization.
- g. **Fortitude.** An entrepreneur requires fortitude to keep a business strong and eventually bring it to harvest. Fortitude, which stems from persistence, realism, and consistency, strengthens the entrepreneur against scattered thinking and giving up

An entrepreneur's most valuable possession in the business world is not money or products or facilities. It's his or her reputation. If you lie, cheat, or steal, the marketplace usually learns about it, and you lose any credibility that you may have had.

All the three phase above are important in teaching and developing entrepreneurial support and skill in any economy and the nations as a whole.

General Entrepreneurship Development

Mainoma and Aruwa (2014) defines Entrepreneurship as 'the tendency of an organization to engage in activities designed to identify and capitalize successfully on opportunities, to launch new venture by entering new or established markets with new or existing goods or service'. The writers further explained that the extent to which an organization has a strong entrepreneurial orientation is determined by five tendencies, which are:

- a. Allow independent action:** it is expected that an organization allows/grant individuals and teams the freedom to exercise their creative skills, champion promising ideas and carry them through to competition.
- b. Innovativeness:** apart from allowing independent action as a medium of entrepreneurial orientation, the organizations are also required to support new ideas, experimentation and creative processes that can result to new processes that can result to new products and processes. This requires ones, willingness to depart from existing practices and venture beyond the status-quo.
- c. Risk Taking:** This result from a willingness to commit significant resources and may be borrow heavily in order to venture into the unknown tendencies. The possibility to take risks can be assessed by considering whether people are bold or cautious. Whether they require high levels of

certainty before taking or allowing action and whether they tend to follow tried and true paths.

d. Proactiveness: This is an act in anticipation of future opportunities and likely threats/problems. A proactive business/firm shapes the environment and changes the competitive landscape. Other from merely react. Proactive firms are forward thinking, fast to act and are leaders rather than followers. Similarly, some individuals are more likely to be proactive, to shape and create their environments, than other who are passive, they casually adapt to situations in which they find themselves. Organizations that are proactive encourage and create space for individuals and teams to exercise their proactiveness.

e. Comparative aggressiveness: In this case we look at the possibility of a firm to directly and intensely challenge competitors in order to achieve entry or improve its position. It is a competitive tendency to outsmart one's rivals in a market environment. This is possible where the competitors weaknesses are identified, and step to strike fast to beat the competitors to the punch, tackle them head to head through effective analysis of rival's lapses or weaknesses.

From the concept therefore analyzed by mainoma and Aruwa (2014), entrepreneurial orientation can be gotten from variances experiences, successes and failure freedom to apply initiation and high competitiveness among co-business men or firm.

Development of Entrepreneurship Orientation through Parenting

As literatures grow on through day to day writings, it has become clearer that entrepreneurs act on what they perceive as valuable opportunity driven by their outstanding motivation; (Kruger, Reily & Carsrud, 2000),

explained that motivation, cognition and action with possible mediation with intention and optimistic ideas are some of the key features of entrepreneurs. Studies about the role of parents input development of attitudes, motivation and self evaluative outcomes of children indicate that development and use of inner resources of children are amendable to modification in a very significant manner. In this view the parental control dimension has been studied at length in venous domains especially school performance outcome as well as self regulation of emotion in children (Hess & Holloway, 1985). The transition of child upbringing we is in the transition of care giving interaction between parents and children. Care giving interaction tends to expose children to new regulatory skills and strategies and provide valuable opportunities for practicing and strengthening regulatory abilities (Colemn Hordy, Albert, Ra Hadti & Crochelt, 2006). Researches also shows that effective management of future emotional experience of children depends on secure parent-child relationship (Londeriville & Martin, 1981, Tronich 1983, Thompson 1994, Vondra, Shan, Swearingen, Cohens & owns 2001). Following part of what this research work intends to unveil and various/related researches, in various domain of children behaviour and skill, which may also be based on the style of parenting adopted plays crucial role in shaping children's entrepreneurial orientation. Hence three (3) styles of parenting on entrepreneurial orientation are discussed below namely: authoritative, authoritarian and permissive, which are used based on baumrid's rich quantitative studies (1991), & Buris (1992), Grobman(2008), write up on Baumrind's parenting styles.

a. Authoritative Parenting: authoritative parents are highly demanding and highly responsive. These parents through assertive, use disciplinary methods that posses a rational and supportive quality, thus are not punitive or

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sided. These parents give clear cut ruler that are enforced, but the rules are neither absolute, nor overly restrictive or intrusive. So authoritative parenting have been found to have a significant positive impact on the trust between parent and child relationship.

b. Authoritarian Parenting: It is characterized as highly demanding and low responsive. Such parents have high inflexible structured environment consisting of detailed rules which are expected to be followed without question. In this form of one way communication the child is not permitted to express views and opinions (Baumrind 1977). Despite the disadvantage of the authoritarian parent especially the negative effect on the child for not having the opportunity to express himself or herself sufficiently, the style still contributes to development attitude in the life of the child. Hence such child's careers is learnt but in a hard way.

c. Permissive Parenting style: premature parents are characterized by low demandingness and high responsiveness. Permissive parents are committed parents who are accepting their children. Their household may likely have few rules and even the few rulers are not consistently enforced. The children learn self-regulation largely on their own. Such parents avoid confrontation and their expectation of adolescents mature behaviour are low. According to Peterson and Aann (1999), permissive parenting allows extensive autonomy to the child corroborated by high parental support, with the child. Baumrind (1961) says the children of permissive parent are often left to regulate their own activities, behaviour and emotion at an early age.

Each of the three styles have their weaknesses and strength, mean while emphasizing the importance parent-child relationship and parent quality supervision, Amato and Gilbreth (1999), suggested that parents extrinsic support (e.g going out to eat, going to movies, shopping) was not related to child's positive behaviour

orientation. On the other hand intrinsic support associated with authoritative parenting (e.g trust, encouragement, discussing problem) rather than permissive parenting was positively related to entrepreneurship. It is worthy to note that highly energetic parents, who were found to be especially achieving a balance between restriction and control and have rational assessment about children's need, were effective we roles players in developing entrepreneurial orientation rather than the parents providing a complete freedom without any restructure or question (Shek and Chan 1998). Therefore, a string relationship between children and their parent depends upon the children's perception of manners of handling them. If the perceived parental disciplinary method is a positive way their relationship will be healthier and strain-free (Sehmitt-Roder mund & vondracasek 2002), hence it is concluded that the whole structure of Entrepreneurship Orientation of adolescent/Youth is standing upon the contribution of parents. Where their contribution is missing, the processes of developing entrepreneurial orientation will be erratic. The kind of parent a child have and a kind of relationship he/she has with them remains the most significant for the child now and future, especially as it may affect the child's quest for entrepreneurship life.

Entrepreneurship Exposure on Entrepreneurial Orientation

Till the turn of this century the main researchers remained on personality traits as an explanation of entrepreneurship. But find it hard to draw flawless and stable inferences from the finding of these studies, attention shifted toward consideration of some extrinsic variables.

Hence to unravel the significant influences on entrepreneurial orientation some of the variables belonging to socio-environmental domain which seem to

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have potential were taken up for investigation in the present study. These variables are the effects of media, family, school, peer effect, friends and relatives. It is purposed that adequate exposure of adolescents to the positive facet of the above mentioned factors will make a different in the development entrepreneurial orientation. Following the observation that the attitude, mindset, dedication and skill of an entrepreneur largely depends upon the entrepreneurial exposure and that this exposure shape people's perception of entrepreneurship, it is contended that the more congenial the environment the more person is likely to exhibit entrepreneurial orientation which in turn will foster entrepreneurial spirit in society.

a. Media: The word Media has been defined in many ways so as to accommodate different criteria or setting. For instance, media is defined as organized means of dissemination of fact, opinion and entertainment in the form of newspapers, magazines, cinema films, radio, television, and the world wide web. According to Krippendorf (1980) mass media is the generic term for newspapers, book publishing, radio and television. Medium of the media industry includes internet, mobile phone, cable T.V etc. the essential role of media is that it can be used to deliver information for the mass usage which can promote entrepreneurial values. In this sense media can be an important tool for entrepreneurship exposure. Hence, media can play an important role in influencing the entrepreneurship phenomenon.

b. Family members and relatives: At societal level of analysis of entrepreneurs it has been observed that some societal environment especially family may be more conducive for development of new venture. Consequently, these societies will come to be populated by a distribution of number of enterprises. Adolescents having entrepreneurship exposure in terms of their family members, relatives and community members will

have strong inclination towards entrepreneurship. In fact family members and relatives constitute a societal network which serve as information dissemination mechanism which facilitates entrepreneurship (Djankov et.al 2004 & Gompers et.al 2005).

c. Peer factor: some researchers tried to relate the characteristic prevalent in the firms in which individuals enter to their entrepreneurship before and after the entry. Result of these studies suggested that there was a change in entrepreneurship scores (Sexeinian, 2000 & Gompers et.al 2005).

Hence individuals who have family members and/or close friend who are entrepreneurs tend to are more likely to start their own business than those who have not benefited from same level of exposure to entrepreneurship. Following these observations it is felt that peer effect is likely to exert significant influence in development of entrepreneurial orientation.

d. School/Institution factor: Education and training act as motivational engine of entrepreneurial capabilities. Purposed education enhances students entrepreneurial efficacy through providing a set attitudes, knowledge and skills which equip the individual to cope with complexities embedded in entrepreneurial task such as opportunity seeking, resource assembling. And leading the business of success (Wilson, Kickul & Marlino, 2007). In fact education enhances entrepreneurial efficacy of students through providing experience of mastery, role models, social persuasion and support by involving them in hand on learning activities, business plan development, and running, simulated small business (Fiet, 2001; Segal, Borgia & Schoenfeld, 2005). There have been indications in literature that education can play a crucial role in developing students entrepreneurial efficacy through involving them in various entrepreneurial activities and increasing their desirability to step into venture creation by highlighting the merits. Values and advantages of

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entrepreneurship (Segal, Borgia & Schoenfold, 2005); as well encouraging and supporting them to start-up their own business. Luthje & Franke's (2003) reported, successful research universities seem to promote entrepreneurial activities among students.

e. Family environment: It has been observed that individuals are more likely to become entrepreneurs if their family is engaged in some business or had prior entrepreneurial experiences. Krugger (1994) found prior entrepreneurial exposure influenced intentions through perceived feasibility and positiveness of past experience which in turn influenced perceived desirability to start a new venture. The family background of the individuals influences their occupational choice. Business families are more likely to supply entrepreneurs than any other type because the person from business families are directly or indirectly exposed to family business situations which makes them familiar with the business practices. Entrepreneurial activity might legitimize the choice of business as a viable career by family and close associates (Staurt & Ding, 2006; Sorensen 2007b). Sorensen (2007b) find that self-employed parents have lasting effects on their children's propensity to enter self-employment, even if the parents stint in self-employment is short-lived. Children of the self-employed parents by virtue of their exposure to entrepreneurial job characteristic (Halaby, 2003).

With regard to the external variables which have been studied in relation to entrepreneurship, it appears that each study has kept limited focus in mind. All these related investigation can be taken as important contributions but with specific and limited implications. Hence it is contended that taking the above discussed variables collectively into consideration might help to find out the significance and nurturing for entrepreneurship.

Theoretical Review

Entrepreneurship orientation cannot be largely studied without renewing the contribution of some entrepreneurship theories. When these are examined we can understand the characteristics traits and factors that researchers have sought to find in the modern entrepreneur as it relates to how each entrepreneur got their orientation especially among the small and medium scale business. Several scholars viewed entrepreneurship from different perspective especially from the functional point, for example an entrepreneur is *a mentor, imitator, innovator or a calculated risk taker*, some of the scholars' theories are discussed below, according to Nwafor (2007).

Theory of Social Change

This theory talks about a *creative personality theory* of an entrepreneur. Everett Hagen (1962) in his book "theory of social change" argues that creative personality in an individual entrepreneur is characterized by a high need for achievement, law, order, autonomy and problem solving. Economic development to him is basically a process of ecological change brought about by the technological activity of individual concerned. He sees the entrepreneur as a reactive problem solver, interested in solving practical problems in most cases through the application of creative technological realm and driven by a duty to achieve. At times such entrepreneur is motivated by some internal forces, which leads him/her to 'status withdrawer' in order to be a deity to do something unique before they die.

Theory of Motivational Needs

David McClelland is one of the motivational theorists most noted for describing three types of motivational needs, which he identified in his 1961 book, *The Achieving Society*. These needs are found to varying

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degrees in all workers and managers, and this mix of motivational needs characterises a person's or manager's style and behaviour, both in terms of being motivated, and in the management and motivation others. To him the drive towards achievement is the basis of activity for most entrepreneurs

The need for achievement (n-ach): The n-ach person is 'achievement motivated' and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment.

The need for authority and power (n-pow): The n-pow person is 'authority motivated'. This driver produces a need to be influential, effective and to make an impact. There is a strong need to lead and for their ideas to prevail. There is also motivation and need towards increasing personal status and prestige.

The need for affiliation (n-affil): The n-affil person is 'affiliation motivated', and has a need for friendly relationships and is motivated towards interaction with other people. The affiliation driver produces motivation and need to be liked and held in popular regard.

He used the Jew in his illustration. According to him the Jewish child is shown from the beginning that he has to maintain and remain on top in order to counteract the attitude of the society to him. McClelland concludes that because of this method of rearing, which the Jewish operates, they are always on top and strive for excellence wherever they go.

Economic Theory OF Uncertainty

Richard Cantillon was the first to recognize the crucial role of the entrepreneur in economic development, which was founded in individual property right. He said that, the essence of the function of the entrepreneur is to bear

risk (uncertainty). There is no business venture that does not involve risk taking, therefore Richard said it rightly by putting his major emphasis on who is an entrepreneur and in fact an oriented entrepreneur to be a risk – taker.

Kirznerian Economic Theory

An entrepreneur to Kirzner, is someone who is alert to profitable opportunities for exchange. The entrepreneur operates on opportunities that arises out of new technology. Recognizing the possibilities for exchange enables the entrepreneur to benefit by acting as a middle man who facilitate the exchange. The Kirznerian entrepreneur is alert to opportunities for trade. He or she is able to identify suppliers and customers and act as the intermediaries. Note that there is no necessity to own resources and profit arise out of the intermediary function. This possibility for profitable exchange exists because of imperfect knowledge. The entrepreneur has some additional knowledge which is not possessed by others and this permits the entrepreneur to take advantages of profit opportunities.

Theory of Innovation

Joseph A. Schumpeter in 1963, introduced the concept of innovation and power. Schumpeter believes that entrepreneur brings about change through the introduction of new technological processes or products, unlike Kirzner who believes that anybody has the potential to be an entrepreneur and they operate within set production constraints, for Schumpeter only contain extra-ordinary people have the ability to be entrepreneur and they bring about extra-ordinary believe that development is not an automatic or spontaneous process, rather it must be deliberately and actively prompted by some agency within the system. Consequently, Schumpeter's view of an entrepreneur is that, he provides economic leadership that changes the

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initial condition of the economy and causes dissentious dynamics changes. By nature he is neither technician nor financier but innovation, who cause change and reshape the scenario. His theory is called "*Innovation theory*"

Empirical Review

The "theory of social change" by Everett Hargen (1963), that emphasizes creative personality shall be discussed alongside the conceptual understanding of Mainoma and Aruwa (2014) as explained in their book entrepreneurship concept, processes and development. The subject of our discussion is basically on entrepreneurship orientation and growth of SMEs in Bosso Local Government of Niger state. Everett Hagen the long age theorist sees an entrepreneur as one that sees a challenge as an opportunity to be orientated. He then becomes a creative problem solver, who is interested in things in the practical and technological realm and driven by duty to achieve. (Nwafor P.Z 2007), The Entrepreneur envisions a problem before him due to environmental or atmospheric challenge breaks away from the status-quo through "*status withdrawal*" and takes a drastic or spontaneous step to solve that problem through the available resources at his disposal, which makes him an entrepreneur. In the same vain, David McClelland addressed the need for power and affiliation apart from the need for achievement that Hagen also buttressed. An entrepreneur normally would teach his children or apprentices as a manager of an enterprise. His drive is to be motivated and motivate others as a good mentor or parent would do.

Nnwafor (2007), did elaborate on Everett theory that, the fact that entrepreneurs are motivated by some internal forces which they see as a duty to do or a clarion call to respond to and task to discharge uniquely until they die. The explained concept of Mainoma and Aruwa (2014) in their book says that entrepreneurship

orientation can be gotten from; *Allowance for independent action, Innovativeness, Risk taking, proactiveness and comparative aggressiveness*. This agrees with the theory of social change by Everett Hagens theory that emphasis on "Creative personality" Which create room for "change" change is a major variable in his theory, such that constancy and stagnation is not allow and the theory of motivational needs by David McClelland. An entrepreneur must therefore be refreshed in his orientation as he each day sees, a problem arising that must be solved as prompt as possible, which makes him both proactive to what he envisions and reactive to identified needs. By this the intrinsic ideas in a potential entrepreneur who is subjected to authoritative parenting or intensive mentorship or both has a high tendency of becoming the best oriented entrepreneur. Likewise, the entrepreneur under an authoritarian gets oriented and launches into his rightful place in an aggressive way, through an out-of-the-box stepping out to achieve.

Gaps in Literature

There has been several write ups across the globe on entrepreneurship orientation based on a number of theories that have being in existence for the purpose of entrepreneurship. Most of the write ups or research works have majored on performance of SMEs and the few that worked on performance of SEs did not emphasis the smaller businesses that concern the grassroots and average citizens of nations. More so, that most of the write ups are foreign inclined with less of Nigerian research works. For example; Sauzul Mafasuya falroz, Takenouchi Hirobumi & Yukiko Tanaka (2010) did a joint research on entrepreneurship orientation and business performance small and medium entrepreneurship of Hambantola. District Sri Lanka, their concentration was on mega businesses and major on performance. Mwangi, M.M.A & Ngugi K (2014) research

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on “Influence of entrepreneurship orientation in Kerugoya, Kenya”, but not much was said on the grass root business or smaller Enterprises. This research work is aimed at doing a study on Entrepreneurship Orientation and Performance of Small Enterprises in Bosso Local Government of Niger State with a narrowed target on poultry as a business ran by various individuals and households to earn a living. The study intends to look at parental orientation and mentorship as mediums through which several have become entrepreneurs, such that they do not need to wait for monthly pay to cater for daily personal and house hold needs. So at the end of this study, we hope to discover the impact of parenting and mentorship in making entrepreneurs, who are self-sustained, because of such privilege of training either formally or informally, conscious or unconsciously. In the same vain I have not found any research work carried out on Entrepreneurship Orientation and Performance of Small Enterprises in Bosso LGA in Niger State, especially as it relates to poultry businesses, which is a major gap that is intended to be filled at the end of this study.

METHODOLOGY

To be discussed in this chapter is the methodology used to answer the questions and test the hypothesis, which is with sole aim of achieving the aim and objectives of the study. The chapter cover the research methods, research design, population of the study, sample size determination, sampling technique, research sample frame, collection of data, research instrument, validity of research instrument, reliability of research instrument and ethical consideration.

RESEARCH METHODS

There are several methods that are available for use in research work depending on the approach given to each study. These include the following; case study, Action

research, survey, experiment, grounded theory, observation etc.... (Otokiti 2011). For the purpose of this study, *case study* shall be adopted.

RESEARCH DESIGN

For the purpose of this study, *survey research design* was employed. This is to enable the researcher have direct examination of the phenomenon by getting first hand information to analyze the extent to which entrepreneurial orientation has aid growth of SMEs using questionnaire. The use of questionnaire in research design shall help to minimize expenditure hence, very – effective including minimal time and effort.

POPULATION OF STUDY

The population for this study comprises about 50 poultry businesses in Bosso Local Government Area of Nigers State, Nigeria, during the time of this research study.

SAMPLE SIZE DETERMINATION

The population of poultry businesses in Bosso Local Government in estimated to be about 50. Meanwhile the researcher chose to use Nassuima D.K (2000)’s formula to determine the sample size;

$$n = \frac{NC}{C + (N-1) e}$$

N= Population size =50

n= Sample size=?

c= Coefficient of variation=50%= 0.5

e= Margin of error= 5%=0.05

$$\frac{50 (0.5)}{0.5 + (50-1) 0.05} = 33.56 = 34$$

The sample size determined is 34.

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Sampling Techniques

For this study, the researcher made use of simple random sampling technique for the selection of the respondents. From the total estimate of 50 poultry businesses, 34 has been adopted by the researcher for the work, through the use of sample size determination. The random sampling techniques used here is to ensure true and fairness to all the entire population and good representation shall be done across the population

Research Sample Frame

This is a set of information that is used to identify a sample population for statistical treatment. It included a numerical identifier for each individual poultry business in every ward. The poultry business which is the case study of this study with a sampled size of 34 for 34 questionnaires can be framed under the following; Maikunkele =8, Bosso Estate =8, Kpakungu =10 and Tunga =8.

Collection of Data

The questionnaire method was used for data collection. This method was chosen because it is not expensive when used to gather data from a potentially large number of respondents. The source of data used in the study is also primary, because the information is collected directly from the respondents in the sampled poultry businesses.

Research Instrument

The major research instrument used in this study is a self – structured questionnaire. The questionnaire was divided into Section A and Section B; that is two sections. Section A contains information about the respondents such as *gender, marital status, year of experience, in the businesses, age, education status*. Section B contains *strategic questions* regarding or

relating to entrepreneurial orientation and performance of Small Enterprises (SEs).

Descriptive statistical analysis was used to indicate percentage scores of all the respondents. The data was analyzed at 5% and 10% confidence interval using relevant Statistical Package for Social Sciences (SPSS)

Validity of Research Instrument

In this study, the validity of the instrument shall be ensured by showing the questionnaire to a survey experts to confirm the "Expert Validity". The orders and comments guided the generation of items some were discarded. The "Content Validity" shall also be enhanced following the same process.

RELIABILITY OF RESEARCH INSTRUMENT

The research work is going to be reliable because it will be based on first hand information through distribution of questionnaires and observation

Ethical Consideration

Research work ethical consideration is key to how reliable and acceptable the work should be. Ethical considerations are made to be complied with for the purpose of guidelines that will ensure a globally acceptable research work (Bryman and Bell, 2007). Some of the research ethical conservation shall be adopted in this study as suggested by Bryman and Bell. The questionnaire to be used shall be in a simple self explained language for each respondents, and shall be given to respondents for voluntary participation. The questionnaire shall be in such a way that the privacy of the respondents shall be maintained. Other authors materials used for this project work are duly acknowledge with a high level of objectivity in analysis and discussion of the work.

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This chapter presents and analyses the data obtained from the survey on Entrepreneurship Orientation and Performance of Small Enterprises in Bosso local Government area, Minna Niger State. Thirty Four (34) questionnaires were administered to selected poultry businesses in Bosso L.G.A Minna, Thirty One (31) were retrieved, which is 91% of the questionnaires administered. The hypotheses were tested using SPSS package to ascertain relationship and level of significance.

DATA PRESENTATION AND ANALYSIS

Section A

Table 4.1 Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	22	71.0	71.0	71.0
Single	8	25.8	25.8	96.8
Widower	1	3.2	3.2	100.0
Total	31	100.0	100.0	

Source: Field Study (2017)

Table 4.1 above on marital status indicates that 22 are married representing 71%, 8 are single representing 25.8%, and 1 is a window representing 3.2%.

Table 4.2 Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 yrs	7	22.6	22.6	22.6
31-50 yrs	19	61.3	61.3	83.9
Above 50yrs	5	16.1	16.1	100.0
Total	31	100.0	100.0	

Source: Field Study (2017)

Table 4.2 on age indicates that 7 respondents representing 22.6% are within the range of 18-30 years, 19 respondent representing 61.3% are within the range of 31-50 years and 5 respondents representing 16.1% are above 50 years.

Table 4.3 Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
SSCE/OND	5	16.1	16.1	16.1
BSc/HND	14	45.2	45.2	61.3
MA/MSc/PhD	10	32.3	32.3	93.5
Others	2	6.5	6.5	100.0
Total	31	100.0	100.0	

Source: Field Study (2017)

Table 4.3 above on Education qualification indicates that 5 respondents representing 16.1% are SSCE/OND holders, 14 respondents representing 45.2% are BSc/HND holders, 10 respondents representing 32.3% are MA/Msc/Phd holders and 2 respondents representing 6.5% are holders of other qualifications.

Table 4.4 How old is your company/poultry Business?

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 yrs	11	35.5	35.5	35.5
6-10 yrs	11	35.5	35.5	71.0
11-15 yrs	3	9.7	9.7	80.6
Above 15 yrs	6	19.4	19.4	100.0
Total	31	100.0	100.0	

Source: Field Study (2017)

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Table 4.4 above on “How old is your company/poultry business?” indicates that 11 respondents, representing 35.5% are within the range of 1-5 years, 11 respondents, representing 35.5% are within the range of 6-10 years, 3 respondents, representing 9.7% are within 11-16 years and 6 respondents, representing 19.4% are above 15 years.

Section B

NOTE:

- (1) Strongly Agreed **{SA}** (2) Agreed **{A}** (3) Undecided **{U}** (4) Disagreed **{D}** (5) Strongly Disagreed **{SD}**

Table 4.5

(A) Entrepreneurship Orientation

(i) Parenting

S/N	STATEMENTS	S.A	A	U	D	S.D	TOTAL
		PERCENTAGES (%)					
1	I learnt about poultry at the elementary level from my parent.	22.6	45.2	3.2	19.4	9.7	100
2	My parent did encourage me to set up the poultry.	22.6	25.8	12.9	25.8	12.9	100
3	My relations equally assist me in lifting up the business.	29.0	19.4	9.7	25.8	16.1	100
4	I often rely on the advise given to me by my parent in running the business.	12.9	22.6	19.4	32.3	12.9	100

Source: Field Study (2017)

In table 4.5 above, between 19.4% to 45.2% Agrees that entrepreneurship orientation can be acquired through parenting, while between 9.7% to 12.9% strongly disagrees with that.

Table 4.6
(ii) Mentorship

S/N	STATEMENTS	S.A	A	U	D	S.D	TOTAL
		PERCENTAGES (%)					
1	I look up to a mentor in this business to succeed	35.5	35.5	6.5	9.7	12.9	100
2	Often my mentor offer me advise on how to run the business.	19.4	58.1	6.5	6.5	9.7	100
3	My mentor often offer me assistance in kind like; supply of eggs, day old chicks etc.	9.7	29.0	16.1	22.6	22.6	100
4	I attend workshop/seminar organized by my mentor	12.9	45.2	3.2	12.9	25.8	100

Source: Field Study (2017)

In table 4.6 above, between 35.5% of the 58.1% agrees that entrepreneurship orientation can be acquired through mentorship, while between 9.7% to 25.8% strongly disagrees with that.

Table 4.7
(iii) Vocational Studies

S/N	Statements	S.A	A	U	D	S.D	TOTAL
		Percentages (%)					
1	I went to skill acquisition centre to learn about poultry.	16.1	19.4	19.4	32.3	12.9	100
2	In fact the practical aspects of poultry was acquired from the skill acquisition centre.	9.7	22.6	22.6	25.8	19.4	100
3	Unemployment was a factor that drove me into poultry business.	9.7	25.8	9.7	29.0	25.8	100
4	I learnt poultry from skill acquisition centre in order to be self employed.	9.7	22.6	19.4	32.3	16.1	100

Source: Field Study (2017)

In table 4.7 above, between 19.4% to 25.8%\$ Agrees that Entrepreneurship Orientation can be acquired through vocational studies, while 12.9% to 25.8% strongly disagree to that.

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Table 4.8
(B) Performance of Small Enterprises
(i) Profitability

S/N	Statements	S.A	A	U	D	S.D	TOTAL
		Percentages (%)					
1	I went into poultry business purely for profit purpose.	29.0	35.5	6.5	22.6	6.5	100
2	My enterprise profit has been increasing over the years	6.5	71.0	16.1	3.2	3.2	100
3	My poultry farm is well known in my Local Government Area and I have a fair share of the poultry market	16.1	48.4	22.6	3.2	9.7	100
4	The source of my eggs and chicks has contributed greatly to my profitability.	29.0	54.8	6.5	3.2	6.5	100

Source: Field Study (2017)

In table 4.8 above, between 35.5% to 71.0% Agreed that performance of small Entrepreneurship is enhanced through profitability, while 3.2% to 9.7% strongly disagreed to that.

Table 4.9
(ii) Turn Over

S/N	Statements	S.A	A	U	D	S.D	TOTAL
		Percentages (%)					
1	The number of birds sold in my company has been increasing over the years.	22.6	67.7	9.7	0.0	0.0	100
2	We sell at cheaper prices, therefore we have increased number of turnover.	9.7	48.4	38.7	3.2	0.0	100
3	During festive period, the sales increase significantly.	64.5	35.5	0.0	0.0	0.0	100
4	The competition between my poultry business and other competitors greatly affects my sales.	19.4	32.3	25.8	16.1	6.5	100

Source: Field Study (2017)

In table 4.9 above, between 32.3% to 67.7% Agreed that performance of small Enterprises is enhanced through turn over, while 3.2% to 16.1% disagreed.

Table 4.10
(iii) Others

S/N	Statements	S.A	A	U	D	S.D	TOTAL
		Percentages (%)					
1	The numbers of my workers have increase due to company's increase number of birds.	3.2	38.7	22.6	16.1	19.4	100
2	The students come to learn about poultry in my farm.	25.8	38.7	22.6	3.2	9.7	100
3	My family wholly relies on this poultry business for survival.	6.5	3.2	25.8	48.4	16.1	100
4	My educational background helped me greatly in running the business.	64.5	35.5	0.0	0.0	0.0	100

Source: Field Study (2017)

In table 4.10, up to 38.7% of the respondents Agree that performance of small enterprises results from several other variables apart from profitability and turn over.

TEST OF HYPOTHESES

The hypotheses were tested using SPSS (Statistical Package for Social Sciences) to ascertain relationship and level of significance, analyzed at 5% and 10% (P>0.05 or P>0.1) as the case may be.

H1: Parental Entrepreneurial Orientation has no significant relationship to Turnover in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.226a	.051	.018	.47044

a. Predictors: (Constant), Parenting

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ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.344	1	.344	1.554	.222b
	Residual	6.418	29	.221		
	Total	6.762	30			

a. Dependent Variable: turnover

b. Predictors: (Constant), Parenting

From the above table above, the significant value of 0.222 indicated that parental entrepreneurial orientation has no significant relationship to turnover in performance of small enterprises in Bosso Local Government Area in Minna, Niger State and therefore there is no enough evidence for rejecting null hypothesis. The r square of 0.051 also suggested that about 95% turnover in performance may be attributed to other variables.

H2: Parental Entrepreneurial Orientation has no significant relationship to Profitability in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.333a	.111	.080	.61514

a. Predictors: (Constant), Parenting

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.369	1	1.369	3.618	.067b
	Residual	10.974	29	.378		
	Total	12.343	30			

a. Dependent Variable: Profitability

b. Predictors: (Constant), Parenting

The sig value of 0.067 signified the retention of null hypothesis at 5% significance level, indicating that

Parental Entrepreneurial Orientation has no significant relationship to Profitability in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State. However, at 10% sig level, the null hypothesis can be rejected, and alternative hypothesis is accepted.

H3: Entrepreneurial Orientation through Mentorship has no significant relationship to Turnover in Performances of Small Enterprises in Bosso Local Government Area in Minna, Niger State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.165a	.027	-.006	.47627

a. Predictors: (Constant), Mentorship

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.184	1	.184	.811	.375b
	Residual	6.578	29	.227		
	Total	6.762	30			

a. Dependent Variable: turnover

b. Predictors: (Constant), Mentorship

Null hypothesis is not rejected with the sig value of 0.375 at 5% and at 10% significant level, therefore accepting the null hypothesis means that Entrepreneurial Orientation through Mentorship has no significant relationship to Turnover in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State.

H4: Entrepreneurial Orientation through Mentorship has no significant relationship to Profitability in Performance of Small Enterprises in Bosso Local Government Area in Minna, Niger State

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315a	.099	.068	.61922

a. Predictors: (Constant), Mentorship

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.223	1	1.223	3.190	.085b
	Residual	11.119	29	.383		
	Total	12.343	30			

a. Dependent Variable: Profitability

b. Predictors: (Constant), Mentorship

No significant relationship at 5%, but at 10% there is a significant relationship between mentorship and profitability. At 10% significant level therefore, alternative hypothesis is accepted meaning that, Entrepreneurial Orientation through Mentorship has significant relationship to profitability in performance of Small Enterprises in Bosso Local Government Area of Minna, Niger State.

DISCUSSION OF RESULTS

Ho1 Empirical evidence from the test of hypothesis suggests that parental Entrepreneurial orientation has no significant relationship to turnover in performance of small Enterprises in Boss local government area in Minna that parental orientation. This only mean that Parental Orientation is not the only factor that enhance turnover in small business performance, it may therefore include other variables or factors like; location, price, interpersonal relationships, social class, aggressive marketing other marketing mix etc. such other factors/variable may therefore need to be considered for small enterprises turnover to be boosted.

Ho₂ Hypothesis two. The null hypothesis is rejected, so parental Entrepreneurship orientation has significant relationship to profitability in performance small enterprises in Bosso Local Government, Minna. This means that the alternative hypothesis is accepted. This may result from the parents net-working to enhance product sales through wealthy individuals at high prices, reduced cost of goods purchase or reduction in cost of production of goods so that profit is increased.

Ho₃ Hypothesis three shows that Entrepreneurial orientation through mentorship has no significant relationship to turnover in performance of small enterprises in Bosso Local government Area in minna, Niger state. This indicates that there are several other factors /variable that results to turnover. Consequently, turn over may result from such other factors like consistent networking, quality product, low price, etc.

Ho₄ At 10% significant level of statistical analysis the alternative hypothesis is accepted and null rejected. This means that Entrepreneurship Orientation through mentorship has significant relationship to profitability in performance of small enterprises in Bosso Local Government Area of Minna, Niger state. Even through other factors contribute to profitability, mentorship is significant. This happen when the entrepreneur has a good relationship with his mentor when it comes to decision making with respect to profit maximization.

SUMMARY OF FINDINGS

The findings indicates between 31-50 years of age, 45.2% and 32.3% are have their educational qualifications to be Bsc/HND and MA/MSc/Phd respectively. 35,5% have been in poultry business between 1-5 years, 35.5% between 6-10 years, while only 19% have been in the business for more than 15 years. Consequently, an average of 23% of the respondents agree to entrepreneurial orientation through

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parenting and up to 42% agree to mentorship entrepreneurial orientation, mean while only 23% agrees to vocational studies entrepreneurial orientation. Also it was discovered that an average of 52.4% of the respondents agreed that performance of small enterprises can be through profitability as one of the factors, and average of 46% through turnover as one of the factor of performance of small Enterprises. In order to achieve the objective of the study some relevant literatures were reviewed, which covered theories of entrepreneurship, write up of parenting, and mentorship, from which several variables that complements the operational variables are, to drive the research work home.

CONCLUSIONS

It is an undisputable fact that the growth and performance of any economy of the society or nation at large does not exclude small enterprises, as they form a large percentage of the economic activities, such that no economy can succeed without the petty traders and retailers especially in a developing nation like Nigeria.

This is why Entrepreneurship Orientation from the grass root of parenting, mentorship and other factors like education is important to performance of small Business.

For equity in economic growth and performance to be attained, such that an average citizen of a nation can boast of a good standard of living, entrepreneurial orientation must be emphasized to both the willing and unwilling through Parenting, Mentorship, Education, Media, Peers and Culture.

RECOMMENDATIONS

Based on the findings of this study the following recommendations are hereby made for further research and implementation better performance.

1. Entrepreneurship Orientation should be emphasized in every sector, in order to reduce unemployment, increase mediums of income in order to enhance standard of living.
2. Parents should carry their children along in any business or entrepreneurial venture they are into.
3. No institution, college or educational platform should be excluded from entrepreneurial orientation, so that students can be envisioned early to realize their potentials and area of interest early in life.
4. More of Entrepreneurial empowerment through skill acquisition, finance and material empowerment programmes should be organized in Bosso Local Government Minna and Nigeria at large to increase small enterprises.
5. Every institution that teaches entrepreneurship orientation should involve students in practical experience of the theory taught.

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Reference to this paper should be made as follows: Nmadu, Nuhu Kolo & Ndace Silas (2018) Influence of Entrepreneurship Orientation on Performance of Small Enterprises in Bosso Local Government Area, Minna, Niger State. *(Case Study of Selected Poultry Businesses)* *J. of Business and Organizational Development* Vol. 10, No.3, Pp 1-48
