

African Research Review

AN INTERNATIONAL MULTI-DISCIPLINARY JOURNAL,
ETHIOPIA

AFRREV VOL. 11 (2), SERIAL NO. 46, APRIL, 2017: 262-282

ISSN 1994-9057 (Print)

ISSN 2070-0083 (Online)

DOI : <http://dx.doi.org/10.4314/afrrrev.v11i2.20>

The Role of Entrepreneurial Competencies in Promoting Entrepreneurship in Nigeria: A Study of Practicing Entrepreneurs in Anambra State, Nigeria

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Abstract

This study examined the role of entrepreneurial competencies in promoting entrepreneurship in Nigeria using selected practicing entrepreneurs in Anambra State as case study. The study adopted descriptive survey design. Eight hundred and fifty-one (851) business owners and managers within the defined category were identified. An item structured instrument designed to reflect a Likert scale format was used to

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elicit information from the 272 respondents estimated as the sample through Taro Yameni's formula for estimating sample size from a finite population. The data generated in the study were analysed through simple summary statistics of percentages and the Analysis of Variance (ANOVA). All tests were carried out at 0.05 level of significance. Major findings are that entrepreneurial failures in Nigeria should not be seen only in the area of inadequate access to financial resources, as the entrepreneur also needs to acquire competencies in the areas of time management, communication, marketing, decision making and financial management. In the light of the findings, it was recommended that the government should encourage the entrepreneurs to develop the identified competencies for effective performance in their business among other recommendations.

Key Words: entrepreneurial, competencies, entrepreneurship, development, Nigeria

Introduction

The concept of competencies and its application, particularly in the field of entrepreneurship, is relatively new. However, it started to gain popularity in the late 1980's following the wide acceptance of Boyatzi (1982)'s "the competent manager: a model for effective performance." In the opinion of Boyatzi (1982), job performance primarily reveals what an individual is capable of doing based on the characteristics or abilities of the individual. Viewed as the ability to plan, manage and organize business concern, Howell (2005) noted that it is necessary to develop skills for time and financial resources management, marketing, communication and human resource.

In Nigeria, the small and medium enterprises subsector has been expanding, especially since the mid 1980's, following the prolonged recession in the economy which forced many large enterprises to lay off large proportion of their work-force (Inyang & Enuoh, 2010). From the World Bank report (2005), almost 70 percent of industrial employment are from the sector. Salami (2003) also noted that the agricultural sector which largely consists of small and medium enterprises (SMEs), employs over 50 percent of the nation workforce. This strategic role of the entrepreneurs in national development explains the interest of the federal, state, local governments and even some corporate institutions in indicating willingness to participate in creating the necessary enabling environment to enhance entrepreneurship in the country.

Despite government's efforts towards the promotion of entrepreneurial development in Nigeria, failure in the sector has continued to be on the increase. These efforts are more prominent in the areas of providing relatively easy access to financial resources through the establishment and restructuring of relevant financial agencies and attempting to create friendly business environment. This attitude of the government was informed substantially by the research outcomes that relate business failures to inadequacies of financial resources. Thus, leading to sustained neglect of other important variables such

as entrepreneurial competencies which could equally promote successful entrepreneurship in the country.

Inyang and Enuoh (2010) wrote on entrepreneurial competencies as the missing links to successful entrepreneurship in Nigeria. However, their effort in this regard could at best be described as an opinion paper because it was not empirical. In a similar vein, Madatta (2011) carried out an empirical study on the role of entrepreneurial competencies on the success of SMEs in Tanzania, using Ilala and Temeke municipals as case study thereby focusing on organizational performance. In the light of the above, it has become necessary to empirically examine the role of entrepreneurial competencies in promoting entrepreneurship by identifying the various competencies an entrepreneur ought to possess to become successful in any business undertaken thereby focusing on the owners of the organizations rather than the organization's themselves (endogenous variables rather than the exogenous variables).

Objectives of the Study

The broad objective of this study is to examine the role of entrepreneurial competencies in promoting entrepreneurship in Nigeria using practicing entrepreneurs in Anambra State as case study. But specifically, the study examines:

- (i) The effect of effective time management competency on entrepreneurship development in Anambra State.
- (ii) The extent to which communication competency can significantly impact on entrepreneurship development in Anambra State.
- (iii) How marketing management competency can significantly impact entrepreneurial success in Anambra State.
- (iv) The extent to which competency in decision-making can significantly influence entrepreneurial success in Anambra State.
- (v) The extent to which financial management competency can significantly promote entrepreneurship development in Anambra State.

Research Questions

The following research questions were raised to guide the study:

- (i) How does effective time management competency affect entrepreneurship development in Anambra State?
- (ii) To what extent can communication competency significantly impact on entrepreneurship development in Anambra State?
- (iii) How does marketing management competency significantly impact entrepreneurial success in Anambra State?
- (iv) To what extent can decision-making competency significantly influence entrepreneurial success in Anambra State?

- (v) To what extent can financial management competency significantly promote entrepreneurship development in Anambra State?

Research Hypotheses

The following null hypotheses were formulated to guide the objectives of the study:

- (i) Competency of effective time management cannot affect entrepreneurship development in Anambra State significantly.
- (ii) Communication management competency cannot significantly impact on entrepreneurship development in Anambra State.
- (iii) Marketing management competency cannot significantly impact entrepreneurial success in Anambra State.
- (iv) Decision-making competency cannot significantly influence entrepreneurial success in Anambra State.
- (v) Financial management competency cannot significantly promote entrepreneurship development in Anambra State.

Significance of the Study

Previous research outcomes have no doubt influenced government policies of providing more financial resources and financial agencies to enhance and promote entrepreneurship development in Nigeria. This present study is necessary and timely because it focuses on some endogenous variables that can influence the development of entrepreneurship in form of entrepreneurial competencies. The study will advocate a shift in paradigm in re-thinking entrepreneurial failures in the country in terms of lack of knowledge, skills and the necessary attributes which an entrepreneur ought to possess or acquire to enable him or her produce outstanding performance and maximize profit while minimizing losses in business.

Scope of the Study

The study covers practicing entrepreneurs in Anambra State. The operators of SMEs that have 10 persons and above as their employees are the target respondents for the study. The issues under discussion are the entrepreneurial competencies which are expected to promote entrepreneurship development when they are fully harnessed.

Review of Related Literature

Major concepts in this study were scholarly defined in this section. This was done to put the study in the right perspective by clearing all possible areas of ambiguity. However, for the avoidance of doubt, the key concepts discussed were entrepreneurship, entrepreneur, and competencies. The scholarly definitions were made to further enhance the understanding and appreciation of the linkages of the concepts within this particular subject area.

Entrepreneurship

Entrepreneurship in the opinion of Nwafor (2007), is the acquisition of skills, ideas and managerial abilities necessary for personal self-reliance. Furthermore, he stated that entrepreneurship is simply concerned with what an entrepreneur actually does – the utilization of resources in managing an enterprise and assuming the risks and maximizing profit from the business ventures. It is a very dynamic process of creating incremented wealth for the well-being of both the entrepreneur and individuals in the society. In a similar vein, Hisrich and Peters (2007) described entrepreneurship as a ‘process of creating something new and assuming the risks and rewards’. The definition stated above stresses four vital aspects of entrepreneurship: creation process; duration of the necessary time and effort; risk taking and then the reward in form of profit, personal satisfaction, independence, etc. Also, Awodun (2005) adopted the same process approach when he defined entrepreneurship as an act of: recognizing opportunities in the environment, mobilizing resources to take advantage of such opportunities; ensuring the provision of new or improved good and services to customers and making profit in return for the risks he dared.

Entrepreneurship is therefore about learning the skills needed to assume the risk bearing position of establishing a business, developing the winning strategies and executing them with all the vigor, persistence and passion needed to succeed in any venture (Inegbenbor, 2006). Aruwa (2006) described entrepreneurship as the willingness and ability to an individual to seek for investment opportunities, to establish and run an enterprise successfully. It serves as a linchpin between invention, innovation and introduction of new products and services in the marketplace and also enables the entrepreneur to act as engine of growth in the economy (Ketchen, 2003; Venkataraman, 1997).

In the light of these numerous definitions, it is now quite safe to conceptualize entrepreneur as a change agent, an innovator who is also a risk taker, who is able to exploit business openings (opportunities) in his environment, and utilize resources effectively to develop new technologies, produce new products and services to maximize his profit and by so doing contributes significantly to the betterment of the society.

Nature of Competences

It is often believed that competence is a combination of knowledge, skills and attitudes which are required by employees in their jobs or tasks. For example, Stoof (2005) and Tibb (1990) defined competency as “an ability to perform certain tasks for which knowledge, skills, attitudes and motivations are necessary.” The individual competencies activate the tangible and intangible resources that take part in the value creation process (Cannavaciale, 2003). Competencies elicitation is critical as small

firms and entrepreneurial behaviours are strictly related to the environment in which firms operate.

Indeed, competencies constitute a cluster of related knowledge, attitudes and skills which an individual acquires and uses together to produce outstanding performance in any given area of responsibility. In fact, in competency based training, all three factors – knowledge, attitude and skills must effectively be addressed and taught in an integrated manner. This is the only way outstanding performance can be achieved (Inyang & Enuoh, 2010).

Some of those competencies that the entrepreneur need to succeed have been identified and they include the following: time management competency, communication competency, marketing management competency, decision-making management competency and financial management competency.

Time Management Competency

As Ilesanmi (2000) has noted, time management has been an area of concern for individuals, corporate bodies and particularly entrepreneurs. Time, to Adair (1998), is a scarce resource, it is irreplaceable and irreversible and as such, it has got to be spent wisely. He further notes that the principle applies to all in most areas of life. But it is especially true in the world of work. It must be noted that the potential demands and pressures on our time, greatly outweigh what is actually available, therefore it calls for effective utilization. The adage that ‘Time is money’ is often referred to as the businessman’s proverb and it can help towards a personal philosophy of time. The point being made here is that the analogy explains that both time and money are limited resources. Like money, time is a valuable commodity. It can be borrowed, saved or squandered.

Communication Competency

Nwachukwu (1988) defined communication as the transfer of ideas from the sender to the receiver. It is an indispensable management tool. To Inyang, Oden and Esu (2003), the specific goals of communication in an organization are to influence, inform and/or to express feelings. The entrepreneur therefore requires effective communication skills for several reasons (Ilesanmi, 2000). Communication process obviously helps the entrepreneur affect the managerial functions of planning, organizing, staffing, influencing, interacting, controlling and coordinating (Nwachukwu, 1988). Furthermore, it facilitates distribution of work to various categories of staff, serves as an effective tool for staff participation in decision-making and entrepreneurial effectiveness, it creates good public relations or image for the organization and finally, it serves as an instrument for maintaining staff discipline and in asserting authority over subordinates (Nwachukwu, 1988).

Marketing Management Competency

Ebitu (2005) opined that marketing is crucial to the survival and growth of any organization that produces goods and services to be sold to the members of the public. The skills required to carry out effective marketing at the growth stage of a new venture are also critical to the venture's continued success. It should be an on-going process based on information regarding changing customer's needs and competitive strategies. It is only marketing that brings revenue to the entrepreneur which is used to settle bills, acquire assets, carry out expansion, pay dividends and taxes as well as embark on community projects as part of social responsibility. In essence, all the funds generated by an entrepreneur are dependent on marketing. Therefore, an entrepreneur must as well be competent in the area of marketing given the critical position it occupies in business undertaken.

Decision Making Competency

Decision making has been identified as one of the key competencies an entrepreneur must acquire or possess to be able to succeed in any business venture. In the opinion of Nwachukwu (2005), decision making is at core of entrepreneurial activities. Making a decision is one thing and to make a right decision given the circumstances is another. Many individuals have difficulty bringing their ideas to the market and creating new ventures. Yet to practice the act of entrepreneurship by engaging on actual entrepreneurial activities requires that the entrepreneur should be competent enough to be able to take decisions that can positively influence his business.

Financial Management Competency

There is no business venture that does not require capital with which to start its operation. Capital in this circumstance means two things; money needed to start and operate the business and assets, which represent the resources provided by owners and creditors of the business. To determine the level and sources of capital needed to start and run a business concern beforehand, requires some expertise in financial management. An entrepreneur needs to acquire knowledge on financial management issues like anticipation of financial needs for the enterprise, acquisition of funds and allocation of funds in order to yield optimum result.

Theoretical Framework

The theory upon which this study was anchored is Boyatzis (1982) model of Effective Job Performance. Boyatzis had postulated that an individual's competencies represent capability, knowledge, skills and attitudes that the individual brings to the job situation as required by the responsibilities of the job or any other task for that matter. These job requirements can be considered the job demands on an individual. To him, competencies are certain characteristics or abilities of an individual or entrepreneur that enables him to demonstrate appropriate specific actions. Effective job performance is

the attainment of specific results or outcomes required by the job through those specific actions while maintaining or being consistent with policies, procedures and conditions of the enterprise or organizational environment, he stated. Primarily, model of effective job performance reveals that competencies, either by nature or nurture, is very necessary in any enterprise if success must be attained. If entrepreneurs possess the right entrepreneurial competencies, they can perform effectively and promote entrepreneurship toward national development. See the diagram below for further illustrations.

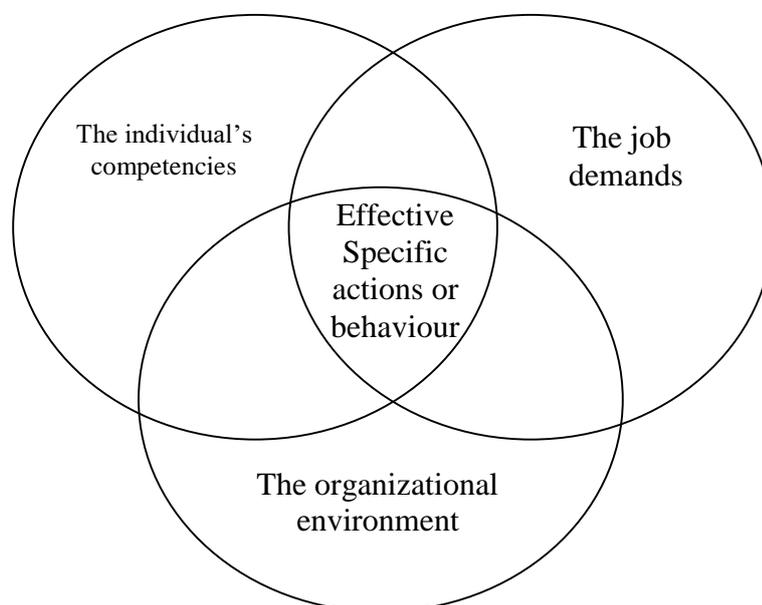


Fig. 1: A Model of Effective Job Performance

Source: Boyatzis (1982)

Relevance of the Theory to the Study

The study focuses on the role of entrepreneurial competencies in the promotion of entrepreneurship to achieve economic development in the country. The theory emphasizes that the attitudes people bring to work or task performance is a function of what they have in terms of capacity and ability. Therefore, the framework can effectively analyse the phenomenon under investigation because as Boyatzis has stated, competencies represent capability that the individual have either as an entrepreneur or as a worker in an organization.

Research Methods

Research Design

The design used in the study is descriptive survey design. This method was chosen in preference to others because the study involved the investigation of a group of people (practicing entrepreneurs) to be selected from Anambra State and considered to be representative of the entire group. Also, the study involved selection of large sample while few variables were studied. According to Cochran (1997), a descriptive survey has to do with the use of selected sample of the population in a study and use of questionnaire as the instrument for data collection is common with survey studies.

Population and Sample of the Study

Population for the study consists of practicing entrepreneurs (those entrepreneurs who employed from ten persons and above in their firms). The operators of such businesses can either take the status of owner-manager or paid manager. The population has been so defined to ensure that the respondents have the capacity to discuss the issues surrounding entrepreneurial competencies effectively. From the directory of industry domiciled in the State Ministry of Commerce and Industry, and a pilot study commissioned by the researcher, 851 of this category of entrepreneurs were identified in the state.

Through the application of Taro Yamani's statistical formula, the sample size for the study was estimated as follows:

Table 2: Population and Sample Proportion

S/N	Population Description	Population Sample	Proportion	% of Total
1.	Owner-Manager	601	192	70.6
2.	Paid Manager	250	80	29.4
Total		851	272	100.0

Source Survey data, 2016.

The analysis in Table 2 indicates that the sample allocation was based on population of interest in each category.

Instrumentation

An item structured instrument designed to reflect the Likert scale format was used by the researchers to elicit information from the respondents on issues surrounding entrepreneurial competencies and development of entrepreneurship in Nigeria. Efforts were made to ensure that the instrument had both face and content validity.

Reliability of the instrument was ascertained through a method known as test retest. By applying spearman rank order correlation coefficient, the analysis returned an average coefficient of 0.81, meaning that the instrument is 81% reliable and consistent.

Sources and Method of Data Collection

Both primary and secondary data were used in the study. The primary data comprised data obtained by directly administering the self-designed questionnaire to the respondents which recorded 100 percent response rate. On the other hand, the secondary data were sourced from: thesis, publications in academic and professional journals, periodicals, books, archives among others.

Method of Data Analysis

The data used for the study were analyzed using analysis of variance (ANOVA) to compare different population mean existing within and between the groups or determined the existence of differences among several population means. It is a one-way analysis of variance. The null and alternative hypotheses were tested for owner manager and paid managers with respect to the identified entrepreneurial competencies at 5% level of significance. Decision rule was applied to either reject/accept the null or alternative hypotheses at a point where F-tabulated value/F-calculated value is greater than or less than the other.

Findings

Test of Hypotheses

All the hypotheses formulated to guide the objectives of this study were tested in this section using the analysis of variance (ANOVA) at 0.05 significance level. They were based on the outcome of field investigations as attached in the appendix (tables three to seven).

Test of Hypothesis I

H₀: Competency of time management cannot affect entrepreneurship development in Anambra State significantly.

H₁: Competency of time management can affect entrepreneurship development in Anambra State significantly.

ANOVA I

Source of Variation	Sum of Squares	Df	Mean Square	F-ratio	Sig.
Between Groups	2548135.310	4	637033.828	809.666	.000
Within Groups	15735.712	20	786.786		
Total	2563871.022	24			

F-Tabulated = $F_{0.05, 4, 20} = 2.87$ (at 5% level of significance); F-Calculated = 809.666

Decision Rule I:

From the above table, F Calculated (809.666) is greater than F tabulated (2.87), consequently, the null hypothesis was rejected while the alternative which suggests that time management competency can affect entrepreneurship development was accepted.

Test of Hypothesis II

H₀: Communication management competency cannot significantly impact on entrepreneurship development in Anambra State.

H₁: Communication management competency can significantly impact on entrepreneurship development in Anambra State.

ANOVA II

Source of Variation	Sum of Squares	Df	Mean Square	F-ratio	Sig.
Between Groups	2315072.340	4	578768.085	408.463	.000
Within Groups	28338.801	20	1416.940		
Total	2343411.141	24			

F-Tabulated = $F_{0.05, 4, 20} = 2.87$ (at 5% level of significance); F-Calculated = 408.463

Decision Rule II:

At 0.05 level of significance, the analysis of variance result presented in Table 15 shows that the calculated F value (408.463) is greater than the tabulated F value (2.87). As a result, the null hypothesis was rejected while the alternative which suggests that communication competency than enhance entrepreneurship was accepted.

Test of Hypothesis III:

H₀: Marketing Management Competency cannot significantly impact entrepreneurial success in Anambra State.

H₁: Marketing Management Competency can significantly impact entrepreneurial success in Anambra State.

ANOVA III

Source of Variation	Sum of Squares	Df	Mean Square	F-ratio	Sig.
Between Groups	2115231.017	4	528807.754	379.401	.000
Within Groups	27875.903	20	1393.795.795		
Total	2143106.920	24			

F-Tabulated = $F_{0.05, 4, 20} = 2.87$ (at 5% level of significance); F-Calculated = 379.401

Decision Rule III:

At 0.05 level of significance, the ANOVA result presented in Table 16 indicate that the calculated F value (379.401) is greater than the tabulated F value (2.81). Consequently, the null hypothesis was rejected and we concluded that marketing management competency can significantly impact entrepreneurial success in Anambra State.

Test of Hypothesis IV

H₀: Decision-making competency cannot significantly influence entrepreneurial success in Anambra State.

H₁: Decision-making competency can significantly influence entrepreneurial success in Anambra State.

ANOVA IV

Source of Variation	Sum of Squares	Df	Mean Square	F-ratio	Sig.
Between Groups	2648334.500	4	662083.625	746.994	.000
Within Groups	17726.607	20	886.330		
Total	2666061.107	24			

F-Tabulated = $F_{0.05, 4, 20} = 2.87$ (at 5% level of significance); F-Calculated = 746.994

Decision Rule IV:

At 0.05 level of significance, the value of F calculated is 746.994 and the value of F-tabulated is 2.87. Given this weight of evidence against the null hypothesis, it was rejected while the alternative hypothesis which suggests that decision-making competency can significantly influence entrepreneurial success in Anambra State was accepted.

Test of Hypothesis V

H₀: Financial management competency cannot significantly promote entrepreneurship development in Anambra State.

H₁: Financial management competency can significantly promote entrepreneurship development in Anambra State.

ANOVA V

Source of Variation	Sum of Squares	Df	Mean Square	F-ratio	Sig.
Between Groups	3750018.197	4	937504.549	647.566	.000
Within Groups	28954.735	20	1447.737		
Total	3778972.932	24			

F-Tabulated = $F_{0.05, 4, 20} = 2.87$ (at 5% level of significance); F-Calculated = 647.566

Decision Rule V:

At 0.05 level of significance, F-tabulated is 2.87 and F-calculated is 647.566. From the result, it is obvious that F calculated (647.566) is greater than the F tabulated (2.87). Consequently, the null hypothesis was rejected while the alternative which suggests that financial management competency if possessed by entrepreneurs can promote entrepreneurship development was accepted.

Discussion of Research Results

The result of the ANOVA I presented in Table I shows that F calculated value (809.666) is greater than the F tabulated value (2.87) at 5 percent significance level. Based on this result, decision rule was applied to reject the null hypothesis while accepting the alternative hypothesis which states that time management competency can enhance entrepreneurship development in Anambra State. This result supports the work of Inyang and Enuoh (2010) when they stated that entrepreneurs need to manage time effectively to enable them achieve better result in their business.

Similarly, the result of ANOVA II shows that the null hypothesis was rejected given the weight of evidence against it and the alternative hypothesis was consequently accepted. Thus meaning that possession of communication competency is necessary for entrepreneurship development. This is because possession of communication competency by an entrepreneur means that information, work instructions and feedback at the workplace can easily be transmitted.

Also, the result of ANOVA III shows that F calculated value (379.401) is greater than the F-tabulated value (2.87). As a result of that, decision rule was applied to reject the null hypothesis while accepting the alternative hypothesis which states that marketing

management competency can significantly impact entrepreneurial success. As the most critical aspect of management in an organization due to the fact that it is the main source of revenue, there is need for the entrepreneurs to acquire marketing skill to enhance sales of goods and services. This result conforms to the opinion sheered by Ebitu (2005) when he noted that effective marketing is critical to the survival and growth and sustainability of any business enterprise.

The result of the analysis of variance (ANOVA IV) shows that the value of F-calculated (746.994) is greater than the value of F-tabulated (2.87). The null hypothesis was rejected when the decision rule was applied and the alternative which states that possession of decision-making competency can significantly influence entrepreneurial success was accepted. The implication of this result is that entrepreneurs need to acquire decision making competency to enable them take right decision at all times. It should be noted that one wrong decision is capable of making an organization or business enterprise go in bankruptcy. The result of the test as stated above is in support of the popular opinion which says that entrepreneurs who do not have this skill by nature should be nurtured to acquire it.

Finally, the result of ANOVA V indicates that the value of F-calculated (647.556) is greater than the value of F-tabulated (2.87). Consequently, the null hypothesis was rejected when decision rule was applied and the alternative hypothesis which suggests that financial management competency can promote entrepreneurship development was accepted. This result supports that of Messeghem (2003) when he studied the factors affecting SMEs performance in Eastern Finland. The result indicates that apart from the constraints posed by poor access to financial resources, majority of the operators were found to be lacking in some competencies such as decision-making and financial management.

Conclusion

Reflecting on the objectives of the study mentioned earlier in the study, the entrepreneur is an important agent of change, contributing significantly to the economic development of Nigeria in terms of wealth and employment creation, development of indigenous entrepreneurship to stimulate the economy for growth and development. The government recognizes the role and importance of the entrepreneurs and has therefore continuously crafted policies that would enhance the development of entrepreneurship in the country. However, those policies have tended to emphasize more on financial resources and other enabling environment factors than other critical factors of entrepreneurial success. These other critical success factors (the entrepreneurial competencies) which can otherwise be called endogenous variables, have been overlooked for some time now. But they ought to be considered very necessary because they are in a position to aid entrepreneurial development. The entrepreneur need to acquire competencies in the area of time management,

communication, human resource management, decision making skills, marketing and financial management. These competencies if possessed by the entrepreneur can aid entrepreneurship development in the country. We have seen from the results of this study that entrepreneurial failure can also be as a result of lack of capacity on the part of entrepreneurs. It will take a proactive person to envisage danger in the course of running his business and avert it.

Recommendations

Based on the findings and the conclusions made in this study, the following recommendations were made:

1. Time management has been found to be a critical factor in entrepreneurial success. Just like money, time is a valuable resource and any entrepreneur who cannot utilize it properly is not likely to succeed. Entrepreneurs should therefore be encouraged to develop the skill or competency of effective time management.
2. Communication competency enhances the development of actual understanding among all organizational members. There is need for the government to refocus support in the area of developing modern communication skills for the entrepreneurs to enhance their contribution in National development.
3. Marketing competency can help in the development of entrepreneurship because it interrelates with almost all other functions, and it is one of the major sources of revenue to the business enterprise. There is need to help entrepreneurs develop this aspect of entrepreneurial competency.
4. Decision-making is an important aspect of management. Sometimes when alternatives are many, an incompetent entrepreneur finds it difficult to take appropriate decision. The government can help the entrepreneurs by training them in the act of decision making so that their performance can be enhanced to facilitate entrepreneurship development.
5. Most of the entrepreneurial failures occur because of inability of entrepreneurs to maintain financial balance among savings insurance and investment as has been revealed in this study. Entrepreneurs should properly be schooled on how to manage finances for optimum results and that way, entrepreneurship would be promoted to contribute significantly to the development of national economy.

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APPENDIX

Data Presentation

Table 3: Tabulation of Questionnaire (Weighted Responses) for Time Management Competency

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Many entrepreneurs do not know what it means to manage time effectively.	550	460	90	30	2	1132
2.	There is need for training on how to manage time for the practicing entrepreneurs.	585	440	84	26	4	1139
3.	Time like money, is a valuable commodity and any entrepreneur who cannot utilize it properly is not likely to succeed.	540	480	60	30	9	1119
4.	Some common time consuming activities includes slow decision making, inability to delegate responsibility, failed appointments, etc.	505	492	75	26	10	1108
5.	Effective time management as one of the entrepreneurial competencies facilitates entrepreneurship development.	560	456	63	28	11	1118
Total		2740	2328	372	140	36	5616

Source: Survey data, 2016.

Table 4: Tabulation of Questionnaire (Weighted Responses) for Communication Competency

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Any entrepreneur who cannot use communication process to affect managerial functions of planning, organizing, staffing, influencing, interacting, controlling and coordinating, is bound to fail.	545	460	87	20	9	1121

2.	Many entrepreneurs do not know how to use communication tool to effect staff participation in decision-making to achieve entrepreneurial effectiveness.	550	404	90	32	15	1091
3.	Communication competency enhances the development of actual understanding among all organizational members.	600	392	93	26	10	1121
4.	Communication competency means that information, work instructions and feedback at the workplace can be transmitted and many entrepreneur do not have the skill.	495	500	63	34	10	1102
5.	Entrepreneurs must engage on communication to learn how to communicate in correct, clear, short and courteous manner.	555	468	78	20	8	1129
Total		2745	2224	411	132	52	5564

Source: Survey data, 2016.

Table 5: Tabulation of Questionnaire (Weighted Responses) for Marketing Management Competency

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Many entrepreneurs think that money spent on training for the marketing personnel is a waste because anybody can carry out the act of marketing without any special skills.	470	504	84	20	14	1092
2.	Any entrepreneur that does not have marketing competency will fail	445	520	96	20	11	1092
3.	Marketing is the most critical aspect of management in an	525	440	120	20	7	1112

organization because it is the only thing that brings revenue.

4.	In essence, all the funds generated by an entrepreneur are dependent on marketing	555	456	93	20	6	1130
5.	Marketing competency will improve entrepreneurship because it interrelates with almost all other functions such as accounting, finance, production, engineering, and human resources.	475	484	84	40	8	1091
Total		2470	2404	477	120	46	5517

Source: Survey data, 2016.

Table 6: Tabulation of Questionnaire (Weighted Responses) for Decision Making Competency

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Decision-making is one of the most crucial factor to entrepreneurial success.	445	500	87	40	9	1081
2.	Failure in business occur most time because the entrepreneur does not have the capacity to take the right decision.	455	560	60	22	10	1107
3.	Sometimes when the alternatives are many, an incompetent entrepreneur finds it difficult to take appropriate decision.	555	480	93	20	-	1148
4.	An entrepreneur need to acquire the necessary knowledge, skills and ability to enable him or her make the necessary decision.	545	432	141	16	-	1134
5.	An entrepreneur who is not endowed with such abilities by nature should be nurtured to develop them.	605	488	60	10	4	1167
Total		2605	2460	441	108	23	5637

Source: Survey data, 2016.

Table 7: Tabulation of Questionnaire (Weighted Responses) for Financial Management Competency

S/N	Item	Alternative Responses					Total
		SA	A	D	SD	UND	
1.	Every business enterprise requires capital with which to start and operate it.	470	504	84	10	14	1082
2.	Many entrepreneurs do not know how to source for funds to manage their businesses.	445	520	96	20	11	1092
3.	One thing is to raise funds another thing is to know how to utilize it to achieve results.	525	440	120	20	7	1112
4.	Most entrepreneurial failures are as a result of inability of entrepreneurs to maintain financial balance among savings, insurance and investment.	555	456	93	20	6	1130
5.	Every entrepreneur should be trained on how to manage finance in an enterprise because it is the life wire of any organization.	475	484	84	40	10	1093
Total		2470	2404	477	110	48	5509

Source: Survey data, 2016.