

## **ENTREPRENUERIAL SKILLS AND MANAGEMENT OF SMALL SCALE BUSINESSES**

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### **Abstract**

*This study examined the Entrepreneurial Skills and Management of Small Scale Businesses. Ex-post facto research design was used for the study. The simple random sampling technique was used to select 60 customers in three sampled small scale business centers in Ikot Ekpene namely; Udy's Restaurant, Gift hair dressing saloon and Genesis drinking parlour. The instrument used for data collection was a questionnaire title "Entrepreneurial Skills and management of Small Scale Businesses Questionnaire", (ESMSSBQ). The validity of the instrument was ascertained by an experts in Tests and Measurement. Data from 60 completed questionnaire forms were used for analysis. The hypotheses were tested with chi-square statistic. The findings revealed that Entrepreneurial skills will help in the promotion of small scale businesses. On the base of findings, recommendations were made that Entrepreneurs should adopt the Entrepreneurial skills in order to succeed in their businesses.*

### **INTRODUCTION**

Hisrich (2008), said that entrepreneurship is the process of creating something new with value by devoting the necessary time and effort. In other words entrepreneurship is the dynamic process of creating incremental wealth. Akpan and Eke (2007), believe that entrepreneurship has to do with owing and managing your own business.

Entrepreneurial skills are simply business skills, which an individual acquires to enable him or her to function effectively in the turbulent business environment as an entrepreneur or self employed person. These skills include the following; planning, organizing and managing small scale businesses, sourcing for funds for the running of the small scale business, developing time management skill, developing skills for effective supervision and coordination of both human and material resources, developing moral and ethical skill.

Ademola (2005) identifies skills needed by entrepreneurs for successful management of small scale business as technical solving skills, high productivity skills, leadership skills,

creativity skills, marketing and selling skills, negotiating skills, time management skills, self motivation, accounting and a range of interpersonal skills.

Entrepreneurial skills are paramount to both individuals and entrepreneurs alike as they reduce the incidence of unemployment problem and business failure, (Akpan, 2007). In Nigeria, small scale businesses assist in promoting the growth of the country's economy, hence all levels of government have at different times formulated policies intended to promote the growth and sustenance of such businesses. Small scale businesses in Nigeria are in essential element in the growth strategy of the economy, they do not only contribute significantly to improved living standard but they also bring substantial local capital formation and achieve high level of productivity in terms of employment and national development.

Agbonifoh (2009) states that small scale businesses have served as a vehicle for rapid industrialization, sustainable development, poverty alleviation and employment generation in many countries. Small scale businesses account for a large segment of productive population and Nigeria falls within this segment of the economy, as small scale businesses account for over 95 percent of non-oil productive activities outside agriculture.

Osamwonyi (2009) points out that small scale industry generates employment for many Nigerians. These include youths and unemployed persons and most small scale shops, hair dressing and barbing salons, motor vehicle repairs, telephone shops have been established and managed profitably by Nigerians who would have been unemployed till date. As a growing state capital in the oil rich south-south geopolitical zone of Nigeria, Uyo has a lot of potentials for business growth in general and in small business in particular. Because of the influx of people into the area, propelled by oil exploration and exploitation, there is high demand of various human needs. The range of small businesses include: motor vehicle repairs, eatery and restaurant, business, drinking palours, hair dressing and barbing saloons, retail and wholesales trading, business centres, carpentry etc.

Osadi (2007) views small scale enterprise as a business that is independently owned and managed in its dominant field of operations by private individuals to meet up their desired income and their employees needs.

Hence, entrepreneurial skills and management of small scale businesses will enable entrepreneur to study and understand his businesses so as to be able to satisfy his customers and also to achieve his objectives. It will provide the best means for communication skill which could be oral or written to attest to the management of small scale business. Time management skill will help an entrepreneur in achieving meaning and purpose in life. Entrepreneurial skill will create room for interpersonal relationship for exchange of questions and answers, providing an opportunity to explain and persuade in a good working environment.

### **Statement of the Problem**

In Nigeria, people desire to establish their own small scale enterprises to improve their income and standard of living. The need for appropriate skills which enable the individuals to start and operate their businesses and succeed now comes to mind. As indicated earlier, there are some skills that are often deemed essential for any business to succeed, as most businesses fail because of lack of relevant skills by their operators.

Longenecker (2003) states that many businesses are launched each year and of these few succeed while others fail. Knightly (2001) also states that many people even end up selling their business ventures and are compelled to pay up the rent they owed for their business premises from other sources.

Gana (2005) states that many reasons can be proffered for the failure of these enterprises which include incompetence, lack of managerial skills, fraud and inadequate capital. Igbo (2005) also disturbed by rate of business failure, states that this may be as a result of lack of entrepreneurial skills. On their part, Ekpenyong and Ojo (2008) note that private sector entrepreneurs lack proper management and basic technical skills needed to operate their chosen businesses and therefore concluded that this resulted in their poor performance and failure.

Ottih (2002) states that with different measures put in place by government at all levels to promote the growth of small scale business, not all with continue as a going concern year after year and that some fell by the wayside while others continue their existence. Therefore, this research work is to determine the entrepreneurial skills and management of small scale businesses.

### **Purpose of the Study**

The purpose of this study is to examine the entrepreneurial skills and management of small scale businesses.

1. To examine how communication management skills affect small scale businesses.
2. To examine how time management skill affect small scale businesses.
3. To examine how interpersonal relation skills affect small scale businesses.

### **Research Questions**

The following are the research questions to guide the study;

1. How do communication skill affect small scale businesses?
2. How does time management skill affect small scale businesses?
3. How do interpersonal relation skill affect small scale businesses?

## Research Hypotheses

The following null hypotheses were tested at 0.05 level of significance.

- H<sub>01</sub>:** Communication skills do not significantly affect small scale businesses?
- H<sub>02</sub>:** Time management skills do not significantly affect small scale businesses?
- H<sub>03</sub>:** Interpersonal relation skills do not significantly affect small scale businesses?

## The Concepts of Entrepreneurship and Entrepreneur

Entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks and receiving the resulting rewards of monetary and personnel satisfaction and independence (Hisrich, 2008).

In other words, entrepreneurship is the dynamic process of creating incremental wealth. Entrepreneurship is the willingness and ability to identify business opportunities through creativity and innovation and establishing necessary machinery to run business enterprises successfully.

Uwaokolo (2000) defines entrepreneurship as the venture that involves taking up a business enterprise quite distinct from obtaining a paid job. The entrepreneur should therefore possess entrepreneurial skills, idea and management skills, which are necessary for the success of the venture. The individual sets the objectives for his business and makes concerted efforts to achieve them.

Okpara (2000), views entrepreneur as a human bulldozer, who can convert a stumbling block into a stepping stone, a creative and aggressive innovator. Hence an entrepreneur is the person who promotes the necessary relationships required for the business to come into existence. He is the one who consolidates a new venture, manages and operates the enterprise once established, and risk capital in the new ventures. An entrepreneur is a person who takes a business risk, financial responsibility and dictates the pace of the business. He earns the interest alone and also bears the loss alone including his personal assets. It can also be seen as an innovator whose dynamic environment makes him central to the promotion of material growth. He undertakes the risk of starting a business.

Ekundayo (2008), defines entrepreneurship as a person who starts or organizes a commercial enterprise, especially one involving financial risk, is enterprising and aims at sustained human endeavor for creation of sustainable wealth contribution to humanity. In the same vein, Bird (2002) sees entrepreneur as mercurial person that is, prone to sight, brainstorm,

ingeniousness and resourcefulness; they are cunning, opportunistic, creative and unsentimental. Entrepreneurs are people prone to overconfidence and over generalization.

Usioboh (2008) believes that entrepreneur is an individual who perceives needs, conceiving goods and service to satisfy the needs of others, organizes the factors of production, and create and markets the products.

However, the success of an entrepreneur depends on several factors such as educational background, vision, organization, availability of funds, environment condition, government regulations, infrastructure availability, cost control, management, quality service/products, discipline and determination.

Isike (2008), says that entrepreneur is creating and building something of value from practically nothing, creation and distribution of something of value and of benefits to individuals, groups, organizations and society. He added that it concerns the persistent pursuit of opportunity to create wealth through innovation, creation of product or services that meet customers needs, using scarce resources in a way that results to the growth of an enterprise, which satisfies the expectation of stakeholders whose roles sustain the business. Entrepreneurship can be described as a process, which involves the transform atom of innovative and creative ideas into profitable activities especially outside an existing organization.

Entrepreneurship is the willingness and ability of individual to seek out investment opportunities, and to establish and run an enterprise successfully (Udo, 2005). Entrepreneurship offers its students incentives for creative thinking. Entrepreneur can be defined as a person who has the courage to invest his time and resources in business with the hope of making profit. Olufokunbi (1995) describes entrepreneurship as a function of production, the possession and utilization of those attributes that enable one to first of all recognize the need and opportunities to gain from the success of the business.

Importance of entrepreneur is to gives the owner job in his enterprise. The self employed must be diligence because out of diligence that he can marriage the profits and the resources beyond normal wage value. It provides the owner opportunity to take prompt decision regarding the business. There is prestige in ownership of a business outfit.

For entrepreneurial success, one has to be innovative in nature and should always look forward to a change even when one is satisfied with the current situation because in business emphasize is not on satisfaction but on maximization.

The profits and capital are managed by the owner. This is the ability of an individual to get his goal in business activities struggling to realize them as much as possible through efforts using his own resources for success or loss of the business. The business owner work at his place. Entrepreneurship entails creativity which is acting in the face of uncertainty or doing things in a new way.

**Benefits of entrepreneurship are as follows;**

The production of goods and services are very important to the well-being of individuals and the society. Employer of labour, it provides employment opportunities to other people. The entrepreneur would need the services of other people in order to do a successful business. This would make him employer of labour thereby provided alternative economic sustenance to those people that were without job.

These fortune employed people would now imbibe the virtue of dignity of labour and also acquire skill that would prepare him/her for entrepreneurial skills development.

It contributes to the welfare of his communities and also make gain in his business. It help people to be self employed and also make one to be enterprising. Entrepreneur is the sole owner of a business. He utilize all the potential in order to earn a living, and the standard of living of the entrepreneur is raised. Udo (2005) states that entrepreneur is creative in response to an investment opportunity. The response could take the form of developing a new product or service, new technology or modification of existing one.

It determines the specific wants of the people of his community and the type of goods and services rendered. It helps to develop a pool of potential entrepreneurs who are well equipped with skills and technical know-how to manage small and medium scale business. It stimulates rural, economic and industrial development. It contributes to the development of the rural communities. It reduces unemployment since most of the people within the community in which the business is established would be engaged, this would drastically reduce unemployment rate.

Fry, stoner and Hahwick (2006) define business as any organization that strives for profits by providing goods and services that meet customer needs. Taylor and Orisanaiye (2002) opine that a firm is small if its management and ownership is independent and close knit, the business headquarters are localized, and the enterprise is small in relation to the size of the largest firms in its industry. They further stressed that a small scale business entrepreneur or owner is one who organized a business undertaking by absorbing risk for the sake of profit. In this same vain, Ugiabe (2007) says that vocational and technical education beneficiaries are a keystone in Nigeria's free enterprise system because with their acquired saleable skills, they can discover new ideas and business opportunities, source for funds to establish a small scale business, be able to organize the business in order to provide economic goods and services for the public.

Imianvan (2000) while utilizing bird's definition of small scale business says that it "concerns a business with an annual turnover of two million pound sterling or with less than two hundred (200) paid employees. Aglonifoh (2009) defines small scale business as "one operated mainly with hired labour usually not exceeding fifty workers, if no motive power is used. Small

scale business total assets in equipment, plant and working capital are less than N250,000.00 and employing fewer than fifty full time workers.

The National Directorate of employment (2000) view small scale business to accommodate projects with capital investment as low as N5,000 and employing as few as three persons. The central Bank of Nigeria (2001), in its operational guidelines, define small scale business with reference to two financial institutions, the merchant bank and the commercial banks (for the lending purpose of merchant banks), a small scale business is one with a capital investment of not more than N200,000 (excluding the cost of land) or annual turnover of N500,000". But for commercial banks, a small scale business is one with maximum annual turnover not exceeding N500,000.

Awolola (2000) also asserts that small scale business have made significant contributions to any economy and this is why there is no clear understanding of what small scale business are; to some people, a small scale business is a firm with no more than a specific number of employees, such as five to ten while others consider a business small if they are in a certain line of business such as barbing saloon, supermarket etc.

On the other hand, there are as many ways to define small scale business as there are people wanting to do so. This is because what is considered a small scale business in one country may be labeled medium or large scale in another. This is the reason why it should be stressed that what makes a small scale business varies from country to country. The United Nations Industrial Development Organization (UNIDO) established guidelines for classifying small scale business, which states that a business is small, if it meets two or more of the following criteria: ownership and management are usually vested in the same individual(s) that is, the management is not independent and the managers are usually also the owners. The small business controls a small share of the market and therefore constitutes a little quota in the large size market.

Capital is made available by the owner and policy decisions are in the hand of the individual or small groups of entrepreneurs. The area of operation is located and workers and owners concentrate in the local community, some do have branches in other towns but most of such branches serve as mere depots. The owner participates very actively in all decision-making on a day-to-day operational basis with a high degree of rigid control.

Therefore, the above definitions signify that there is no agreement of definition. One basic fact is that there is a chord that links all of them, and it is hinged on small capital outlay. It also established a guideline especially as they concern product and services, the industries or businesses in the schedule are many and they can be broadly classified as; product oriented industries and service industries.



Ugiagbe (2007) based on the UNIDO classification, states that product oriented industries basically refer to business firms that are involved in the processing of raw material and assembly of products.

Nwoye (2005) views small scale business enterprise as one which possesses the following characteristics, management, usually the managers are also the owners, capital is supplied and the ownership is held by an individual or small group, the area of operation is mainly local and the relative size of the firm within its industry must be small when compared with the biggest units its field.

According to Adidu and Olannya (2006), many factors can make an individual decide to establish his/her own business and this can be either negative or positive. The negative factors include job dissatisfaction, when an individual feels his skills, experience and other attributes are not being properly utilized, he/she may become dissatisfied, unemployment, independence and job insecurity. The positive factors are encouragement by friends and government policies. The following are the contributions of small scale business enterprise to the economic development of Nigeria according to Agbonifoh (2009), they provide an effective means of mitigating rural urban migration and resource utilization through their wide spread, source and employment to Nigeria populace, they also retain a competitive advantage over larger enterprises by serving dispersed local markets and produce various goods with low scale economic for niche markets, provision of an effective means of stimulating indigenous entrepreneurship and producing intermediate products for use in large scale enterprise.

Adidu, Oki and Inegbenebor (2006) assert that the following problems militate against the effective operation of small business enterprises in Nigeria, poor implementation of policies, lack of continuity as soon as the owner dies, poor capital outlay, poor management expertise, inadequate information base, lack of raw material etc.

### **Communication Skills and Management of Small Scale Business**

Akpala (1990:193), states that communication relates to the exchange of facts opinions or emotions by which two or more persons share meaning and understanding with another. In an organization it could be by word, letter, symbols or message. Communication is therefore a necessary tool for the achievement of the organization objectives. Shitt (1999) said that communication is the sharing of information which results in a higher degree of understanding between the sender and the receiver of the message. Hence, communication can be said to be a process which involves a sender and receiver. More so, Bratton and Gold (2000) viewed communication simply as the process by which information is exchanged between a sender and a receiver.

Lle (1999) states that communication is the transfer of information from the sender to the receiver with information being understood by the receiver and feedback received by the sender.



Nwachukwu (2000) also stated that communication is at the root of personnel administration. It is the efficient operation of any enterprise, management must recognize the importance of effective communication require that there exist in the organization a favourable climate that promotes the exchange of ideas as well as one that permits every member of the organization to actualize his views without fears.

Park (2002), says that formal channel of communication refers to interactions that are sectional by the organization and have information on relevant issues which should be announced in bulletins, staff meetings, and annual general meeting. The general roles of communication are to transmit policy and orders from top to bottom and back to get the suggestions, opinions views, reactions and feelings of all members of the organizations. The effectiveness of an entrepreneur is determined by the quality and quantity of communication in a business organization. Communication can be used to develop cohesiveness and commitment among entrepreneurs by breaking down barriers, bringing about understanding and development individual and group action.

Communication is a magic word. Everything we do depends upon the skill which we communicate about it. People have sought to characterize good entrepreneurs as good communication performance. According to this philosophy, effective entrepreneurs is only important in the abilities to receive, store, analyze, reshuffle, and redistribute information (Fred, 2009).

In its most straight forward sense, effective communication may be understood as occurring when the intended meaning of the sender and perceived meaning of the receiver are the same. Yet the level of skill required for effective communication to occur belies the simplicity of this definition.

Goleman (1999) concluded that a high level of individual success at work was characterized by “emotional intelligence”, or skills of social awareness and communication. Typically these included the ability to motivate and influence others to give honest feedback sensitively, to empathies and develop relationships, to monitor ones own behaviour, to handle emotions both of self and others and to read interpersonal situations and organizational politics. However, it is important to note that emotional intelligence, or the skills of social awareness and communication can be developed and honed. This resource aims to give a basic introduction to the are of effective communication and will seek to increase your awareness of forms p-f communication, communication skills and social or interpersonal behaviour therein.

Hence, communication skill will help on the management of small scale business by sending and receiving of information in order to make the business grow. skill will help on the management of small scale business by sending and receiving of information in order to make the business grow.

### **Time Management Skills and Small Scale Business**

Time management is about achieving meaning and purpose in life. The life of the small scale business owner is not the business, it is what the business enables the owners to achieve in life.

Agbonifoh (2009), states that the ability to plan your day and manage your time is particularly important for a home business. When you wake up in the morning, you must have a clear idea of the things you must do for the day, especially if you are running a one-person operation, you must have the ability to multi-task, e. g become the marketing man, making sales call in the afternoon and becoming a bookkeeper before your closing hours.

Uloko (2009), states that the concept of time management cannot be effectively dealt with unless strategies for setting goals are included in its framework. The following time management programme thus consist of goal setting; taking actions everybody to reach those goals; making such each action is focused, relevant and

result oriented, prioritizing which actions needs to be done first or are the most important, and rethinking your goals when productivity suffers part of having good time management skills is knowing when to stop and when to leave work and begin doing your other roles in your family as the husband, wife, mother or father. You must be able to know how to keep your home life separate from your work life and ensure that there exists a balance between the two.

Adidu and Olannye (2006), states that a successful entrepreneur has a good sense of timing. He believes that time is money and not easy to recover if wasted, the entrepreneur is over conscious about timely arrangement with all stake holders. They further states that time binding arrangement constitutes important aspects of entrepreneurial function in the Nigerian competitive business practices.

According to Njoku (1999), time management involves developing, acquiring knowledge, skill and technique to perform in organization, beyond organization limitation controlling attitude and developing effective reminders method for following through, on cash task at the appropriate time. An entrepreneur should be interested in deriving ways of using available time so as to obtain maximum productivity and enhanced job effectiveness. Time management skill is the motion of efficiency that time can be allocated in a way that optimize the returns of goals achievement. Any good entrepreneur must make use of his skill for a short time to enable him achieve that set goal. Time and skill work hand in hand to increase production. If an entrepreneur should perform satisfactorily in his work, he must have initiative and also be able to work with little supervision and must be tactful and have ability to instruct others. Entrepreneur efficiency shows the success of an enterprise is tied up to a large extent upon the level of efficiency of entrepreneur. An entrepreneur needs to have attained some level of training

in order to be articulated for the perceived role and therefore becomes an invaluable asset to the firm that make the optimum use of the training (Njoku, 2002). The environment of business is becoming increasingly dynamic and sophisticated. It is therefore necessary for entrepreneur to acquire the necessary skill that will enable him to perform effectively in his business.

Time management means the analysis of what need to be done, setting priorities determining the best and most effective way to do the job. An organization where time management skill is weak and ineffective, the result is always a tensed atmosphere. Hence, time management skill help an entrepreneur to have a good sense of timing in order to be able to succeed in his business and also to achieve his goals.

### **Interpersonal Relations Skills and Small Scale Business**

Interpersonal relation skills may be describe as self-management capabilities, which include conceptual and analytical skills, integrity and moral judgment, being in touched with your own goals and values, learning skills management.

Ubogu (2008), states that dealing with human relationship is a complex subject that is always given inadequate attention at the place of work and it entails working with others, understanding and appreciating individual differences. It also means using those differences to ones advantage and it is important to make some determination about oneself and how is likely to affect the group one belongs before getting to know each other.

Culming (2006), recognizes that playing the role of interpersonal relation can be extremely pressured and stressful. He went further to state that everybody is connected to others in a web or relationships and these relationships exist because we need one another for mutual support and to realize our goals. From a small Childs relationship with parents to a managers relationship with a worker, relationships are a pervasive aspect of moral life and we constantly decide how to maintain and nurture them and these decisions reflect our values and our concern for ethics.

The expressed behaviour here is that which the individual exhibits while the expected behaviour is that which he desires from others. He further stated that although good interpersonal relationship is necessary at all the levels already identified but this review dwells more on the personal relationship between the entrepreneurs and customers. The reason is that entrepreneur is the prime mover in the business system and he always in contact with the customers who are the primary motives of his business.

Interpersonal relation skills refers to mental and communicative algorithms applied in social communications and interactions in order to achieve certain effectiveness or results. The term “interpersonal skills” is used often in business contexts to refer to the measure of a persons

ability to operate within business organizations through social communication and interactions. Interpersonal skills are how people relate to one another. An illustration, it is generally understood that a good communicating art is a sign of respect of other people or professionals within the workplace which will enable one to reduce conflict and increase participation or assistance in obtaining information on completing tasks. For instance, in order to interrupt someone who is currently preoccupied with a task in order to obtain information needed immediately, it is recommended that a professional utilize a deferential approach with language such as "Excuse me, are you busy? I have an urgent matter to discuss with you if you have the time at the moment". This allows the receiving professional to make their own judgment regarding the importance of their current task and entering into a discussion with their colleague. While it is generally understood that interrupting someone with an urgent request will often take priority, allowing the receiver of the message to independently judge the request and agree to further interaction will likely result in a higher quality interaction. Following these kinds of heuristics to achieve better professional results generally result in a professional, being ranked as one with good interpersonal skills, often these evaluations occur in formal and informal setting. Having positive interpersonal skills increase the productivity in the organization since the number of conflicts is reduced. In informal situations, it allows communication to be easy and comfortable. People with good interpersonal skills can generally control the feelings that emerge in difficult situations and respond appropriately, instead of being overwhelmed by emotion.

Interpersonal relations skills are lifeblood of an organization because effective communication dictates operational efficiency and facilitates teamwork. It underlies the efficiency of key business functions such as managing, selling, training and resolving conflicts within an organization. Interpersonal skills are important to entrepreneurs charged with building workplace trust and co-operation from customers who are collectively accountable for furthering business goals. It is expected that interpersonal skills will improve all levels of management and help in upward and downward communication. It will also give direction of areas which need to be improved in employees training. Hence, interpersonal skills and management of small scale business helps to improve the organization through having good rapport with customers.

## **RESEARCH METHOD**

### **Area of the Study**

This study was carried out in some selected small scale business centers namely: Udis Restaurant, Gift hair Dressing saloon and Genesis drinking parlor all in Ikot Ekpene Local Government Area, Akwa Ibom State of Nigeria. Ikot Ekpene is one of the thirty one (31) Local Government Areas in Akwa Ibom State. Ikot Ekpene people are predominantly farmers and raffia weavers. Ikot Ekpene shares common boundaries with Ikono in the North, Abak in the East, Essien Udim in the South and Obot Akara in West, Annang is their main dialect.

## **Research Design**

The ex-post facto research design was adopted for this study. The design was considered appropriate because the variables under investigation were not manipulatable.

## **Population of the Study**

The target population for this study consisted of all the 90 customers from the three (3) small scale business centers namely; Udys Resturant, Gift hair dressing saloon and Genesis drinking parlor in Ikot Ekpene Local Government Area in order to enable the researcher to carryout the investigation effectively and to obtained a comprehensive data for the research.

## **Sample and Sampling Techniques**

A simple random sampling techniques was used to select twenty (20) customers each from three (3) small scale business centers in Ikot Ekpene Local Government Area, Akwa Ibom State namely Udys Restaurant, Gift hair dressing saloon and Genesis drinking parlor. This therefore add up to a sample size of sixty (60) respondents.

## **Research Instrument**

The instrument used for this study is questionnaire title Entrepreneurial Skills and Management of Small Scale Businesses (ESMSSBQ), was developed by the researcher and used for data collection. All items in the questionnaire was designed in a four-point rating scale format.

## **Validation of Instrument**

The instrument developed for this study was validated by the expert in Test and Measurement and was read through and made necessary corrections by my supervisor.

## **Data Collection Techniques**

The data for this study was collected through the use of questionnaire title Entrepreneurial Skills and Management of Small Scale Businesses. Sixty (60) copies of

questionnaire were administered to the respondents who were contacted during working hours. All the sixty (60) copies of the questionnaire were completed by the respondents and returned for the study.

### **Data Analysis Techniques**

The data obtained for this study were analyzed with chi-squared (X<sup>2</sup>) statistic.

## **DATA PRESENTATION, ANALYSIS AND DISCUSSION**

### **Research Hypothesis One**

Communication skills do not significantly affect small scale businesses.



**Table 1:** X2 analysis of the extent to which communication skills affect small scale businesses.

O	E	$\frac{(O-E)^2}{E}$	X <sup>2</sup>
10	15.83	2.15	10.04
28	22.17	1.53	
15	9.17	3.17	
7	12.83	2.65	

df = 1, X2 cri = 3.84, X2 cal = 10.04, P < 0.05.

As shown in table 1, the calculated X2 value of 3.84 at 0.05 level of significance. This means that communication skills does not significantly affect small scale businesses. The null hypothesis 1 which stated that communication skills does not significantly affect small scale businesses is therefore rejected.

### Research Hypothesis Two

Time management skills do not significantly affect small scale businesses.

**Table 2:** X2 analysis of the extent to which time management skills affect small scale businesses.

O	E	$\frac{(O-E)^2}{E}$	X <sup>2</sup>
8	15.33	3.50	17.05
32	24.69	2.18	
32	24.69	2.18	
15	7.67	7.01	
5	12.33	4.36	

df = 1, X2 cri = 3.84, X2 cal = 17.05, P < 0.05.

As shown in table 2, the calculated X2 value of 17.05 is greater than the critical X2 value of 3.84 at 0.05 level of significance. This means that time management skills does not significantly affect small scale business. The null hypothesis 2 which stated that time management skills does not significantly affect small scale businesses is therefore rejected.

### Research Hypothesis Three

Interpersonal relation skills do not significantly affect small scale businesses.

**Table 3:** X2 analysis of the extent to which interpersonal relation skills affect small scale businesses.

O	E	$\frac{(O-E)^2}{E}$	X <sup>2</sup>
30	23.33	44.49	13.71
10	16.66	44.36	
5	11.66	44.36	
15	8.33	44.49	

Df = 1, X2 cri = 3.84, X2 cal = 13.71, P < 0.05.

As shown in table 3, the calculated X2 value of 13.71 is greater than the critical X2 value of 3.84 at 0.05 level of significance. This means that interpersonal relation skills do not significantly affect small scale businesses. The null hypothesis 3 which stated that interpersonal relation skills does not significantly affect small scale business is therefore rejected.

### Discussion of Findings

Data in table 1 indicates that communication skills does not significantly affect small scale businesses. The result obtained here agree with the findings of Nwachukwu (2000) who

found out that communication is the efficient operation of any enterprise, management must recognize the importance of effective communication as it promotes the exchange of ideas.

Data in table 2 indicates that time management skills does not significantly affect small scale businesses. This result agree with the views of Adidu and Olannye (2006), who stated that a successful entrepreneur has a good sense of timing. He believes that and not easy to recover if wasted, the entrepreneur is over conscious about timely arrangement with all stake holders. They further states that time binding arrangement constitutes important aspects of entrepreneurial function in the Nigerian competitive business practices.

Data in table 3 indicates that interpersonal relation skills does not significantly affect small scale businesses. This result agree with the views of Inegebenebor (2006) who emphasized that although interpersonal relationship is necessary at all the levels already identified but this review dwells more on the personal relationship between the entrepreneurs and customers. The reason is that entrepreneur is the prime mover in the business system and he is always in contact with the customers who are the primary motives of his business.

## **Conclusions**

From the analysis of data and the findings, it is concluded that; communication skills has made an entrepreneur to operate efficiently. Time management skill constitutes important aspects of entrepreneurial function in the Nigerian competitive business practices. Interpersonal relation skills contribute greatly to the smooth running of small scale businesses.

## **Recommendations**

On the basis of findings and conclusion the following recommendations where made;

1. Entrepreneurs should adopt the entrepreneurial skills in order to succeed in their businesses.
2. Entrepreneurship training should be integrated in the tertiary institution irrespective of your course of study so that the level of business failure could be minimized whenever established.
3. Workshops and seminars should be organized for operators of small scale business owners by the agencies responsible for the development of small scale in-depth knowledge and technical know-how on the assessed entrepreneurship skills.

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