

The Effect of Self Leadership on Entrepreneurship Development in Bauchi State, Nigeria

Yakubu Yahaya¹, Rejoice Zachariah², Sule Bello¹

¹Senior Lecturer, Department of Business Administration and Management, School of Management Sciences, Abubakar Tatari Ali Polytechnic Bauchi, Bauchi state, Nigeria

²Lecturer III, Department of Business Administration and Management, School of Management Sciences, Abubakar Tatari Ali Polytechnic Bauchi, Bauchi state, Nigeria

**Corresponding Author: Yakubu Yahaya*

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Abstract

Transformational leaders create a strategic vision, communicate that vision through enclosing and use of symbol, model the vision by “walking the talk” and acting consistently, and build commitment towards the vision. Entrepreneurial leadership is still essential in SMEs because the development of micro-entrepreneurs’ businesses would not be successful without demonstrating leadership traits that are effect This could perhaps be the reason as to why themes on micro-enterprises are successfully developed widely amid business developers and researchers, particularly for those keenly interested in determining a formula that defines successful micro-entrepreneurship. The study’s specific objective is to determine the effect of self-leadership on entrepreneurship development. The primary data was collected from direct responses from listed SMEs by using structured questionnaire with 412 respondents as a sample size for the study. The collected data was analyzed through Statistical Package for Social Sciences version 22. Descriptive and inferential statistics was used to analyze and interpret the data in this research. Specifically, descriptive statistics related to means, frequencies, percentages and trend analysis were used in this study. The findings show that self-leadership has a significant impact on SMEs development. This study can improve the performance and sustainability of Nigerian SMEs, thus increasing their capacity to create employment. Subsequently, the study recommends that management of SMEs should adopt good strategy in order to overcome leadership challenges.

Keywords: Self-Leadership, Entrepreneurship Development, Managerial Skills

Introduction

Self-leadership is the capacity to organize and inspire a group of individuals to accomplish a shared objective via innovation, risk mitigation, opportunism, and dynamic management of the organization's environment (Skill, 2017). The success of SMEs in Bauchi state is highly dependent on the traits and competences of entrepreneurs like as leadership qualities, management and networking skills, technological capabilities, and entrepreneurs' degree of education (Odhiambo, 2013; Lateh, Hussain, & Halim, 2017). Management, as a behavior in entrepreneurship, is

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significant due to its capacity to recognize one's value during the entrepreneurial process; consequently, it is viewed as a critical component of a variety of sustainable organizational aspects such as promoting innovation and adapting to ever-changing business environments (Renko, El-Tarabishy, Carsrud, & Bränn, 2015). Entrepreneurial leadership has a major impact on the success or failure of company initiatives (Lubis, 2017). Entrepreneurial leadership is still critical in SMEs, since the growth of microentrepreneurs' companies would be impossible without exhibiting good leadership characteristics (Cogliser & Brigham, 2004). This may be why micro-enterprise themes have been effectively developed extensively among company developers and academics, especially for those eager on defining a formula for successful micro-entrepreneurship (Webb, Bruton, Tihanyi, & Ireland, 2013).

The globe has evolved into an entrepreneurial economy throughout time, with entrepreneurs praised for pioneering new economic models and competitive sectors. In a world that is constantly changing in terms of competition and change, it is critical to embrace an entrepreneurial mindset and appropriate entrepreneurial skills as the basis for strategic management (Aziz, Mahmood, Tajudin, & Abdullah, 2014). SMEs are often recognized as the engine of economic development in both emerging and established countries (Agwu & Emeti, 2013). (Alese, 2017). Alese (2017) argues that this argument stems from the realization that almost all countries that have prioritized SMEs have achieved significant reductions in poverty and associated improvements in quality and standard of living, as well as a decrease in crime, an increase in per capita income, and rapid growth in national output, among other beneficial effects. Similarly, small and medium-sized businesses (SMEs) have been widely recognized as the oil required to lubricate the engine of every nation's socioeconomic development (Oдах, 2005). Small businesses are critical for economic growth because they foster entrepreneurship, provide jobs, alleviate poverty, and offer a means of subsistence (Rogers, 2002) The SME sector is ideally positioned to absorb up to 80% of employment, raise per capita income, add value to raw material supplies, boost export profits, and increase capacity utilization in critical sectors.

Problem Statement

Entrepreneurship growth in Bauchi state has been hampered by the collapse of manufacturing firms between 2000 and 2008, when twenty businesses ceased operations or reduced output owing to economic crisis (Ayodeji, 2017). This occurred as a consequence of the structural adjustment program (SAP), in which failing state-owned businesses were commercialized and privatized and the economy as a whole collapsed, resulting in the manufacturing sector contributing a negligible amount to Nigeria's Gross Domestic Product (GDP). It is afflicted by a lack of productivity and a lack of high-quality production. This is exacerbated by the resulting rise in import competition, which has resulted in the downsizing or outright collapse of many industrial sectors. Additionally, the utilization of entrepreneurship development among its citizens in the manufacturing sector faces setbacks due to Nigeria's excessive interest rates, which discourage long-term investments and limit the ability to grow due to the varying nominal interest rates between 20% and 30%, making it difficult for the private sector to thrive (Ayodeji, 2017). Despite a 2012 study by Global-Entrepreneurial-Monitor asserting that Nigeria is a global leader in entrepreneurship, Transformational leadership enables companies to accomplish their present goals more effectively by associating work success with meaningful incentives and

ensuring people have the resources necessary to complete the task. Transformational leaders establish a strategic vision, convey it via language and symbolism, model the vision by "living the talk" and behaving consistently, and inspire others to join the vision (Avolio, Bass, & Jung, 1999). (McShane & Von Glinow).

According to previous empirical studies and meta-analyses, transformational leadership has a beneficial impact on both individual and organizational performance (Howell & Hall-Merenda, 1999). Recent empirical research indicates that transformational leadership has a beneficial effect on follower performance and company results (Bass, Avolio, Jung, & Berson, 2003) (Jung & Sosik, 2002). (O. F. Walumbwa, 2002). Despite being a leader in entrepreneurial spirit, the number of entrepreneurs who fail to succeed continues to grow in this age.

Justification of the Study

This research will help entrepreneurs understand how self-leadership impacts the growth of entrepreneurship in Bauchi state, and will throw further light on how they may use it to acquire and maintain a competitive edge in today's volatile economic climate. Additionally, the research will add to the current body of knowledge in the area of strategic management for Nigeria's manufacturing sector. Additionally, it should serve as a catalyst for future research to improve and expand the current study, particularly in Nigeria.

Concept of Self-Leadership

Self-leadership is not a novel idea, particularly in industrialized nations. According to leadership, the capacity to do anything well stems from one's education, practice, and aptitude (Skill, 2014). To thrive in sustainable business, an individual must possess unique skills and personality characteristics. The success of SMEs is highly dependent on the traits and competences of entrepreneurs, including as leadership qualities, management and networking skills, technological capabilities, and entrepreneurs' degree of education (Odhiambo, 2013; Lateh, Hussain, & Halim, 2017). Management, as a behavior in entrepreneurship, is significant due to its capacity to recognize one's value during the entrepreneurial process; consequently, it is viewed as a critical component of numerous sustainable organizational aspects such as promoting innovation and adapting to rapidly changing business environments (Renko, El-Tarabishy, Carsrud, & Bränn, 2015). Entrepreneurial leadership has a major impact on the success or failure of company initiatives (Lubis, 2017). Entrepreneurial leadership is still critical in SMEs, since the growth of microentrepreneurs' companies would be impossible without exhibiting good leadership characteristics (Cogliser & Brigham, 2004). This may be why micro-enterprise themes have been effectively developed extensively among company developers and academics, especially for those eager on defining a formula for successful micro-entrepreneurship (Webb, Bruton, Tihanyi, & Ireland, 2013).

Cunha, Heckman, and Schennach (2010) highlighted that talent is a strong social construct that influences salaries, education, criminal behavior, and success in a variety of spheres of social and economic life. Additionally, talents are genetically determined, investment is made, and environmental stewardship is influenced (Mumford, Campion, & Morgeson, 2007; Cunha, Heckman, & Schennach, 2010). Cunha, Heckman, and Schennach (2010) developed a theory of skill development or formation called the skill model theory. The theoretical model showed that

individuals with a range of talents, ranging from pure cognitive abilities such as IQ to pure non-cognitive, soft skills such as patience, risk avoidance, and time management, perform better. These abilities are used in a variety of contexts, activities, and circumstances in the labor market and in daily life. The method by which humans acquire skills is controlled by a multistage process that corresponds to their life cycle, in which cognitive and non-cognitive abilities are favorably linked to self-productivity in rising skill levels (Cunha, Heckman, & Schennach, 2010). Additionally, skills acquired during one stage of life enhance abilities acquired later in life, resulting in self-reinforcing and cross-fertilizing development of skills, so that skills acquired earlier in life increase the output of future phases of investment. This study defined skill as the cognitive or noncognitive capacity to do an action well. They are partly genetically determined; partially determined by investment or training; and partially determined by contextual or context-specific factors, including cultural influences.

According to trait theories, Kirkpatrick, S. A., Locke, E. A., Wheeler, J., Schneider, J., Niles, K., Goldstein, H., Welsh, K., and Chah, D. (1991) stated that effective leaders exhibit a variety of characteristics, including drive, leadership motivation, honesty and integrity, cognitive ability, and business knowledge. As Kirkpatrick et al. (1991) note, these characteristics do not tell the whole picture; rather, they serve as preconditions for successful leadership. To be a successful leader, one must fulfill responsibilities such as developing a vision, setting objectives, and serving as a role model. Individuals with management characteristics may develop the necessary management abilities to be a successful leader. To be regarded a successful leader, one must behave appropriately. The preceding paragraphs defined definitions of 'skill': the capacity to perform something well. In summary, project leadership skills relate to the capacity to lead effectively, which is facilitated by a number of critical characteristics. They serve as a link between human traits and managerial methods.

(2007) (Mumford, Campion, & Morgeson) As leaders advance through their professions, their abilities and expertise develop as a result of their education and experience. This contradicts the idea of great man leadership that individuals are born leaders (Nelson, Zaccaro, & Herman, 2010). Emotional intelligence reflects a person's capacity to address not just their own emotions but also the emotions of others in order to aid in decision-making and problem-solving (Salovey & Mayer, 1990). Kuratko (2007) showed that self-motivating and self-influencing categories such as emotional intelligence are inextricably linked to the idea of self-leadership.

Concept of Entrepreneurship Development

Businessmen and women in Nigeria are innovative when it comes to assessing opportunities and in the ability of effectively innovating products. Although they have the tendencies of adopting rapidly and imitating foreign innovation and knowledge like for instance manufacturing companies making products based on foreign labels under license (Adebisi, Banjo, & Regin, 2017). Furthermore, majority of the machineries utilized in producing products are imported from first world economies and countries like United States and China thus making it difficult for manufacturing industries to diversify their methods of production and inhibiting creativity which is one of the entrepreneurial skills which enhances financial performance of manufacturing industries (Adebisi, Banjo, & Regin, 2017).

To foster development and encourage entrepreneurial capabilities in Nigeria, the Federal Government has established several institutional frameworks to support small and big size businesses. Among these are the establishment of industrial development centers (IDCS), the National Economic Reconstruction Fund, lending guidelines for financial institutions, a small-scale industry loan scheme, and the Working For Yourself or Entrepreneurship Development Program (WFYP/EDP) (Adebiyi, Banjo, & Regin, 2017) Personal savings, loans, and grants from family, friends, and business partners may all be used to finance small companies in Nigeria. These sources need little, if any, legal requirements. The Nigerian banking sector (commercial, agricultural, and investment banks) raises money from the government and foreign lending institutions such as the World Bank, with the Central Bank of Nigeria (CBN) serving as the arrowhead Okafor & Onebunne (2012). Typically, these monies are used to support the growth and creation of small businesses. SMEs often get money via equity participation and venture capital operations. Additionally, banks lend money to companies in the form of short-term overdrafts.

Manufacturing is the most profitable industry in Nigeria for developing entrepreneurial skills since it is a growing country with abundant natural resources such as tin, textiles, and many others that the government has ignored due to its focus on oil production (Ayodeji, 2017).

Throughout the 1990s and 2000s, Nigeria's over-reliance on oil exports led in a substantial decline in industrial output. The majority of our manufacturing businesses were not export-oriented and lacked efficient competition, which resulted in competitive firms relocating their plants overseas. While a few important sectors such as drinks, textiles, cement, and tobacco kept the sector afloat, even these businesses were working at less than half capacity. To this day, manufacturing is concentrated mostly in Lagos and its environs, with a smaller amount in commercial cities like as Kano and Kaduna (Adebiyi, Banjo, & Regin, 2017).

Theoretical Framework

This study anchors on transformational theory of leadership because the theory is relevant to this study. James MacGregor Burns coined the term "transformational leadership" in 1978 (Burns, 1978), and it is defined by positive, optimistic, and trustworthy leaders who are emotionally intelligent, foster collaboration, set high standards, and support innovation. By instilling a feeling of goal and purpose for the group's work and encouraging new methods of thinking and problem solving, transformational leaders alter their organization's culture. They motivate people inside the company to perform at a high level.

Bass and Riggio (2006), as well as Dvir, Kass, and Shamir (2004), believe that transformational leadership includes the concepts of motivation, mutually beneficial objectives, emotional connection, shared values, and vision. Bass and Riggio (2006) define transformational leadership as a process that consists of four distinct components: charisma, inspiration, intellectual stimulation, and individual concern. Charisma is critical to the transformative process because it fosters a bond between leaders and subordinates as well as a sense of shared purpose. It entails earning the respect, trust, and confidence of others. The Transformational Leaders inspire others by effectively conveying the organization's principles in a good way. Transformational Leaders accomplish their objectives via their expertise, creativity, and innovation. Leaders are aware of

their subordinates' requirements and assign duties with the assistance of guiding, mentoring, and coaching. According to Richard and Clifford (2008), transformational leaders actively engage subordinates' personal value systems and provide ideological explanations that connect subordinates' identities to the collective identity of their organization, thereby increasing subordinates' intrinsic motivation to perform their job; articulate a critical vis-à-vis

According to Scott and Peter (2009), transformational leaders inspire subordinates to use creative and exploratory thinking processes by offering intellectual stimulation. They inspire their subordinates to rethink old issues and to question their own values, traditions, and beliefs. The theory provides a detailed explanation of how an entrepreneur's behavior affects business success, the definition of entrepreneurs, and how to distinguish entrepreneurs from other individuals in terms of their ability to identify opportunities for business creation and growth (José, Carballo, & Gutiérrez, 2011). Cognitive characteristics distinguish entrepreneurs from non-entrepreneurs. These characteristics include their cognitive styles, attitudes, beliefs, and mental processes.

Cognitive psychology has been extremely beneficial in assisting in the examination of entrepreneurial phenomena in that professionals maintain that it is possible to explain entrepreneurial behavior broadly and its origins using both cognitive structural and process variables (Busenitz & Lau, 1996; Sánchez J., 2010). Cognitive structures represent and hold information, while cognitive processes concern the acquisition and application of such knowledge. In summary, entrepreneurial cognition encompasses all facets of cognition that may play a significant influence in specific facets of the entrepreneurial process (José, Carballo, & Gutiérrez, 2011).

Empirical Review

Prior research indicates that self-leadership has a plethora of advantages and may have a beneficial effect on entrepreneurial growth. Leadership is defined as "the capacity to perform something well as a result of one's knowledge, practice, and aptitude" (Skill, 2014). Over the past two decades, research has shown a favorable correlation between self leadership and entrepreneurial growth. Metre & Geryer (2017). Entrepreneurial leadership is still critical in SMEs, since the growth of microentrepreneurs' companies would be impossible without exhibiting good leadership characteristics (Cogliser & Brigham, 2004). This may be why micro-enterprise themes have been effectively developed extensively among company developers and academics, especially for those eager on defining a formula for successful micro-entrepreneurship (Webb, Bruton, Tihanyi, & Ireland, 2013).

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better. These abilities are used in a variety of contexts, activities, and circumstances in the labor market and in daily life. The method by which humans acquire skills is controlled by a multistage process that corresponds to their life cycle, in which cognitive and non-cognitive abilities are favorably linked to self-productivity in rising skill levels (Cunha, Heckman, & Schennach, 2010). Additionally, skills acquired during one stage of life enhance abilities acquired later in life, resulting in self-reinforcing and cross-fertilizing development of skills, so that skills acquired earlier in life increase the output of future phases of investment. This study defined skill as the cognitive or noncognitive capacity to do an action well. They are partly genetically determined; partially determined by investment or training; and partially determined by contextual or context-specific factors, including cultural influences.

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Methods

A descriptive research approach was used in this study. The descriptive research strategy was chosen because it is an effective method for collecting data to assist in answering research questions and allows for the collection of impartial data and the development of rational decisions based on evaluated findings (Van de van, 2007). The research sampled two management employees from each of the one hundred and fifty five (155) chosen SMEs in Bauchi state, Nigeria, totalling one four hundred and twelve (412) respondents. A structured questionnaire was used to collect relevant information from the study's participants.

Data Processing and Analysis

Data analysis is the act of reducing and arranging data in order to generate results that need interpretation by the researcher (Saunders, Lewis, & Thornhill, 2009). According to Hyndman (2008), data processing entails converting questionnaire responses into a form that can be modified to generate statistics. This includes coding, editing, data input, and monitoring the data

processing process as a whole. The data was analyzed using the statistical package for social sciences (SPSS) version 20.0 computer software by editing, coding, and classifying.

Validity and Reliability of Research Instruments: The tools used in this research were validated by an expert panel. Each questionnaire was subjected to a content analysis, and questions deemed to be unrelated to the study issue were removed. After making required adjustments, the expert panel approved that the equipment be used for the research. Additional item analysis was performed on the measures to evaluate their psychometric validity, as shown in Table 1 below:

Table 1. Summary of Results of the Measurement Instruments Validation

Scale	No of Items	Meaning Bartlett	KMO	Eigenvalue of the principal Component	% of the Variance	A of Cronbach
f leadership Questionnaire	7	p = .000 (significant)	0.155	3.456	88.55%	0.77

Source: Field Report, 2020

From Table 1 above, factor loads of all the indicators are higher than 0.5 which shows that the questions highly explain the variance of their variables so we can say that the measurement model has high factor validity.

Method of Data Analysis: The mean was utilized to evaluate the data, and the three-digit criteria mean was employed to interpret the mean. The criterion mean of three was calculated by combining the answers' total assigned values and dividing by the total number of responses (5+4 + 3 + 2 + 1 = 15/5 = three). Thus, respondents considered any mean score of 3 or more to be acceptable, but any mean score of 2.99 or below was deemed unacceptable. The hypotheses were tested using regression analysis.

Regression Model

$$OP = \alpha + \beta_1 X_1 + \mu$$

Where the variables are express as

OP- Entrepreneurial Development

X1 – Self leadership

μ - Error term

Results and Discussion

Table 2. Effect of managerial skills on entrepreneurial Development

Model	R	R ²		Adjusted R ²	Std error of the estimate	
1	0.864	0.749		0.397	1.538	
Explanatory variable		B	Std error	t – value	p- value	Remarks
Constant		33.322	0.652	11.607	0.000	
Self leadership		0.177	2.084	1.697	0.032	S

Source: Field Report, 2020

Table 2 revealed that managerial skills –self leadership ($\beta = 0.177$; $t = 0.032$ $P < .05$) has positive and significant effect on entrepreneurship development. Result also indicated that Self leadership has 33% effect on entrepreneurship development. This implies that the higher the self leadership the higher the entrepreneurship development. The study is consistent with Cunha, Heckman and Schennach (2010), that self-leadership is a strong predictor of entrepreneurship development. Therefore, the null hypothesis which states that self-leadership has no effect on entrepreneurship development is rejected, while the alternative is accepted.

Conclusion

This study examines the effect of self-leadership on entrepreneurship development. The study established that there is a strong positive correlation between self-leadership and entrepreneurship development in Nigeria. The study reveals that self-leadership is one of the major factors in entrepreneurship development. Thus, the research suggests that since leadership is one of the instruments used to accomplish organizational goals and objectives, every company should prioritize appointing the appropriate leader to manage the organization in order to accomplish those goals. The study also recommends that SMEs should adopt self-leadership strategies through taking calculated moves in their operations as well as carefully analyzing the available options so as to increase the chances of landing into the best option. In general, therefore, the study recommends that entrepreneurs should have a template in dealing with self-leadership this will give them advantage over a competitive environment. Therefore, committing business resources to venture in uncertain and unfamiliar environments could result in increased returns and market share for the business. The management of SMEs and other financial institutions could also assist the business owners and educate them on self-leadership. Finally, the study recommends that management of SMEs should adopt self leadership in order to be more effective in managing SMEs

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