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# Impact of Entrepreneurship Attitude on Performance of Small and Medium Scale Enterprises in Mubi North Local Government Area, Adamawa State, Nigeria

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## *Abstract*

This study examined examine the impact of entrepreneurship attitude on small and medium enterprises performance in Mubi North Local Government Area, Adamawa State, Nigeria. The underperformance of Small and Medium-Sized Enterprises (SMEs) can be attributed to various factors, including a lack of initiative, inadequate administrative frameworks, and insufficient support systems for sustaining SME development. These factors significantly impact the profit margins and performance of these firms which can have widespread repercussions on the economy, such as increased bureaucratic corruption, a lack of social consensus on critical macroeconomic policies, and diminished profitability. The study adopted a cross-sectional exploratory survey design, which data were collected through copies of questionnaire administered to 384 respondents, and only 374 were returned successfully. Data collected was subjected to percentage analysis, and hypotheses were tested using regression analysis at the 0.05 level of significance. The findings revealed entrepreneurship attitude has significant

impact on SMEs performance in Mubi North Local Government Area, Adamawa State. The study recommends that entrepreneurship attitude in Mubi North Local Government Area, Adamawa State, Nigeria, should focus on enhancing their skills in identifying and capitalizing on business opportunities. i.e. periodically re-evaluate their attitudes towards improving their entrepreneurship through self-reflection, seeking feedback, and participating in training programs that aim to cultivate a positive and adaptive entrepreneurial attitude.

**Keywords:** Attitude, Entrepreneurship, Impact, Performance and SMEs.

# Introduction

SMEs play a multifaceted role in the national economy, encompassing the development of local technology, stimulation of indigenous entrepreneurship, mobilization and utilization of domestic savings, job creation, fostering a balanced industrial structure in both rural and urban areas, supply of high-quality intermediate products, enhancing international competitiveness, driving technological innovation, expanding export potential, and effectively substituting imports (Ikherehon, 2012).

Governments have introduced numerous programs and policies aimed at fostering SME development. However, there is a limit to what the government alone can achieve in promoting sustainable economic development. This realization has prompted governments to embrace economic reform programs, transitioning from capital-intensive, large-scale industrial projects rooted in import substitution strategies to SMEs, which offer a more promising avenue for domestic economic development by generating essential goods and services (Oni & Daniya, 2020). Programs like SAP and NEEDS, initiated in the 1980s and 2000, aimed to instill a genuine entrepreneurial spirit in people to prepare them for wealth creation through small-scale enterprises (Yusuf, 2021).

In line with other developing economies, Nigeria has been on a decade-long mission to accelerate economic development and transition into a developed or industrialized nation. To achieve this goal, the pivotal role of Small and Medium Enterprises (SMEs) cannot be underestimated (Fan, et al., 2021). SMEs have been instrumental in the transformation of numerous Asian

countries, elevating them from third-world status to second-world prominence. These SMEs drive innovation and competition, which holds true for Nigeria as well. Thus, it is imperative to focus on the entrepreneurship process as a crucial factor contributing to the success of small and medium enterprises (Fan, et al., 2021). Where entrepreneurship process can be defined as the set of activities and steps involved in identifying, creating, and capitalizing on opportunities to start and grow a new business. It encompasses various stages, from idea generation to the establishment and expansion of a venture (Asengeand, 2018).

SMEs have garnered significant attention due to their potential to stimulate economic development and alleviate poverty in many countries. Tehseen and Ramayah (2015) emphasize the critical role SMEs play in job creation and income generation, accounting for two-thirds of all jobs globally (ILO report, 2015).

In the light of the above, this study is motivated to examine the impact of entrepreneurship attitudes and their individual impact on SMEs performance in Mubi North Local Government Area.

**Statement of the Problem**

The underperformance of small and medium-sized enterprises (SMEs) can be attributed to various factors, including a lack of initiative, inadequate administrative frameworks, and insufficient support systems for sustaining SME development. These factors significantly impact the profit margins of these enterprises (Alawe, 2019). Such subpar SME performance can have widespread repercussions on the economy, such as increased bureaucratic corruption, a lack of social consensus on critical macroeconomic policies, and diminished profitability. These issues often stem from deficiencies in technological capabilities, intellectual resources, managerial and entrepreneurial skills, as well as a dearth of strategic, business, and succession planning. Additionally, organizational structure, operational transparency, training, leadership development, and effective utilization of entrepreneurship programs, including fostering entrepreneurial attitudes, innovation, and idea generation, play pivotal roles in addressing these challenges.

Recent studies conducted by Koffi, Hongbo, and Zaineldeen (2021), Hossain, Binti, and Abdul (2021), Perera and Samarakoon (2021), Fan, Qalati, Khan, Shah, Ramzan, and Khan (2021), Kijkasiwat and Phuensane (2020), and Chege and Wang (2020) have successfully explored the intricate relationship between the entrepreneurship process

and the performance of SMEs. Where some studies found a positive relationship (Davidsson & Wiklund, 2019; Wiklund & Shepherd, 2013), while others found a negative relationship (Hughes & Morgan, 2017); Miller, 2000) and other (Rauch, et al., 2009; Jantunen, Puumalainen, Saarenketo, Kyla¨heiko, 2015) have a neutral result. This can be linked to the nature of methodology used, the surrogates used and the scope of the study which shows differences in each of the studies. Thus Davidsson & Wiklund (2019); Wiklund & Shepherd (2013) uses two variables of entrepreneurial process i.e. entrepreneurial orientation and innovation in their studies. Also, Hughes & Morgan, (2017) uses three variables of entrepreneurial process i.e. idea generation, entrepreneurial skills and entrepreneurial orientation. Similarly studies of Rauch, et al., (2009); Jantunen, Puumalainen, Saarenketo, Kyla¨heiko, (2015) uses entrepreneurial orientation, intentional innovation, entrepreneurial knowledge and entrepreneurial attitude as variables of entrepreneurial process which all found to have positive impact on SMEs performance. Thus it shows a gap that requires further research.

Therefore, this study aims to investigate the impact of the entrepreneurship attitude on the performance of SMEs in Mubi North Local Government Area, Nigeria.

**Objective of the Study**

This study examine the impact of entrepreneurship attitude on SMEs performance in Mubi North Local Government Area, Adamawa State, Nigeria.

**Research Hypothesis**

$H_0$1: Entrepreneurship attitude does not have significant impact on SMEs performance in Mubi North Local Government Area, Adamawa State, Nigeria

## LITERATURE REVIEW

### Conceptual Clarifications

#### Entrepreneur

Asogwa and Dim (2016) frame entrepreneurship as an art that involves recognizing a business opportunity, rallying resources, and tenaciously exploiting that opportunity. According to Minniti and Moren (2010), an entrepreneur is someone who orchestrates and oversees any enterprise, particularly a business, typically with considerable initiative and willingness to take risks. Entrepreneurs possess a knack for perceiving

new business prospects and often exhibit a bias towards identifying fresh possibilities and unmet market needs, accompanied by a proclivity for risk-taking to seize these opportunities.

**Entrepreneurship**

Idam (2014) posits that entrepreneurship encompasses activities vital for establishing or sustaining an enterprise, defining it as the creation of a new organization. Diyoke (2014) encapsulates entrepreneurship as "what an entrepreneur does," encompassing the art of innovation, initiative, risk-taking, and implementation.

**Entrepreneurial Attitude**

Another component is entrepreneurial attitude is defined as a specific state of mind which orientates human conduct towards entrepreneurial activities and outcomes and correlation analysis proved that in holistic approach, entrepreneurial attitude has significant relationship with performance of small and medium enterprises (Asenge, 2018). An exploratory study of Neneh, (2012) suggested that acquiring an entrepreneurial attitude requires re-learning how to motivate themselves, take risk, and become creative and innovation. Entrepreneurship education stimulate innovative consciousness of entrepreneurship education, cultivating an entrepreneurial attitude and break through competencies (Xu, 2020). Enhancing an entrepreneurial attitude and functioning with an entrepreneurial orientation prepares emerging leaders with knowledge, skills and ability to cope with ambiguity and face complexity in organization (Victor, 2018).

According to Kalu and Peace (2017) entrepreneurial attitude is very important for nation's economic development especially if it is viewed through stimulation of the small and medium enterprises. The attitude provides ability to develop relevant sustenance for competitiveness as a lifestyle given the dynamic and uncertain business environment. Mulindabigwi and Kayitana (2018) evidenced that attitude variable was positive and significant suggesting that having a grow attitude increases the firm's sustainability. This implies that entrepreneurial attitude is one of essential features that entrepreneur needs to exhibit helps to achieve growth in business

**Small and Medium Scale Enterprise Performance**

Small and medium enterprises performance is of key interest for the top management of a company. If business performance is weak, managers need to intervene in order to return to the path of growth. Especially in a market in which competition is increasing and globalization demands for better competiveness, business leaders need

to pay close attention to business performance. All business processes eventually revolve around the target of contributing to the success of the company in one way or another. Business success indicates the level of achievement and how much the small business is near or far from its target. Business success can be measured based on many different dimensions such sales growth, capital, increase in employment, increase in production line and others. Small and medium enterprises can also be defined in quantitative terms.

According to Sirilli (2004), performance of small enterprises is viewed as their ability to contribute to job and wealth creation through enterprises start-up, survival and growth. However, in measuring firm performance, different concepts are used to include sales per employee, export per employee, growth rates of sales, total assets, total employment, operation profit ratio and return on investment. In the end, all the innovative activities of the firm must result in better firm performance compared to companies that do not innovate. In this stance the performance in this context is also measured in similar ways in assessing the impact of innovation activities on small and medium enterprises performance.

**Impact of Entrepreneurship Attitude on Performance of Small and Medium Scale Enterprises**

In a study conducted by Wanguinjeru in 2012, it was discovered that business alertness, innovativeness, and innovation played significant roles in enhancing business performance. The study concluded that these attributes exhibited a positive relationship with business performance, significantly influencing small and medium enterprises' success, measured by indicators such as market share, sales growth, and the number of employees. According to the author, alertness is the capacity to identify opportunities, while innovation involves introducing novel concepts into reality.

Furthermore, innovativeness, as a component of entrepreneurial intensity, was found to have a strong positive correlation with the performance of small and medium enterprises, as indicated by Kitigin in 2017. Alertness, as described by Xu in 2020, is the competence to recognize entrepreneurial opportunities, emphasizing the importance of applying innovation to achieve desired outcomes. In a holistic approach, regression analysis by Mukiri in 2019 confirmed that innovation had a positive and significant impact on the performance of small and medium enterprises. Innovation practices, including the development of new products, process automation, unique

market positioning, and technology adoption, were identified as key contributors to improved performance.

Additionally, ordinary least square regression analysis revealed that attitude, as viewed from a holistic perspective, positively and significantly correlated with annual sales growth. This suggests that a positive attitude enhances sustainability through innovation and risk-taking, as noted by Mulindabigwi and Kayitana in 2018. Asenge's study in 2018, which focused on entrepreneurial attitude and competence as determinants of small and medium enterprises' performance using regression analysis, concluded that entrepreneurial attitude had a positive and significant impact on performance. The study also explored parameters such as innovativeness, innovation, business alertness, and risk-taking.

Moreover, an investigation considering common dimensions such as passion, risk acceptance, and action orientation, revealed significant relationships between entrepreneurial attitude and aspiration, and small business performance. This suggests that these attributes can help business owners become more market-oriented and enhance their survival, as indicated by Aftan and Hanapi in 2018. Hussain in 2015 recommended that small and medium enterprises adopt an entrepreneurial orientation attitude to achieve sustainable competitive advantages and superior performance. Abdul Aziz's findings in 2014 supported this recommendation, highlighting the positive impact of entrepreneurial orientation on business performance, considering factors like innovation, risk-taking, pro-activeness, decision-making, methods, and practices.

In some instances, there were inconsistencies in findings regarding identical dimensions. For example, in examining the influence of entrepreneurial orientation on firm performance, Ibrahim and Abu in 2020 confirmed that pro-activeness, risk-taking, and autonomy were positively and significantly related to business performance, while competitiveness was positive but insignificant. This suggests that competitiveness contributes less to the performance of small and medium enterprises. Risk, as defined by Forlani and Mullin in 2000, reflects the degree of uncertainty and potential losses associated with specific behaviors. Similarly, Dhliwayo and Vuuren in 2007 emphasized that risk-taking is a critical element of the strategic entrepreneurial attitude, essential for business success and growth.

## Theoretical Framework

### Innovation Theory

Joseph (1950) views innovation as the source of success in the market economy, a view that is reinforced by today’s changing and competitive environment. The

organization that is not creative and innovative cannot survive in the market place. Thus, entrepreneurs and enterprises are continuously creative and innovative to remain relevant to the customers, which is the purpose of every business. Drucker (1985) argued that innovation is the tool of entrepreneurship; both innovation and entrepreneurship demand innovation. Innovation is a process by which a symbolic domain in the culture is changed. New songs, new ideas, new machines are what innovation is all about (Mihaly, 1997). It is the ability to make or otherwise bring into existences something new, whether a solution to a problem, a method or device, or an artistic object or form. Wyckoff (1991) defines innovation as new and useful. It is the act of seeing things that everyone around sees while making connections that no one else has made. It is moving from the known to the unknown.

Culture exerts a negative force on innovation according to Pearce (1974), however, if not for innovation, culture itself would not be created. No entrepreneur or business leader, however successful and big, can continue to hold a place of leadership unless it recognizes that modern business operates in a world of galloping change which creates new problems, risks and opportunities and for which there is need to mobilize resources for changes to make their impact felt. To be successful, the entrepreneurs should know where their firm is going and how it will get there. This in turn requires a clear definition of the organisation's business vision in order to continually adopt operations to the realities of the market place, which is the corner stone of business survival and growth.

For the purpose of this study, the researcher dwelled on innovation theory of entrepreneurship, because this theory has direct link with the subject matter under study, the theory identify how small and medium enterprises should be entrepreneurial innovative, not only that, it is also affirmed that entrepreneurs must not only be innovative but should also be creative in nature. This will help provide them with enough knowledge and ideas on how to develop entrepreneurial skills and spirit to be self-employed.

**Empirical Review**

Mokuolu and Luwaleye (2023) studied the role of small and medium scale enterprises in unemployment reduction in Nigeria. Using descriptive statistics correlation analysis, ARDL co-integration, parsimonious error correction model and other post estimation tests. Discoveries from the study revealed that SMEs contribution to export

pose positive insignificant impact on unemployment reduction in Nigeria in the long run and a negative insignificant impact on industrial growth in short run; Deposit Money bank (DMB) credit to SMEs pose positive significant impact on industrial growth in the long-run and a positive significant impact on industrial growth in the short run; SMEs contribution to gross domestic product pose positive significant impact on industrial growth in the long run and a negative insignificant impact on industrial growth in the short run. According to the study, the government should foster an environment that is favorable to SMEs, DMBs ought to give the SMEs loans with reasonable terms, and the government should also offer incentives to SMEs.

Ajayi and Osasona (2023) studied the impacts of risk control techniques on SMEs' Performance in Ekiti state, Nigeria. Using simple regression as the statistical technique employed. The study confirms the position of financial risk control techniques in business performance of selected SMEs operators in Ekiti, Nigeria and suggested that insurers in Nigeria have to make the insurance services attractive and affordable to SMEs' operators/ owners in order to improve on their behavioral risk approaches.

Mbowe (2023) examine arbitrative role of adult learners' entrepreneurial attitude and the influence of entrepreneurial education on intention in Tanzania. Using structural equation model, which was facilitated by the Analysis of Moment Structures (AMOS.0) software to verify the hypothesis relationships. The study found a direct positive and significant influence of EE on EI ($\beta$=0.166, CR=4.132, $p<0.05$). Moreover, the study found a direct positive and significant influence of EE on EA ($\beta$=0.186, CR=3.721, $p<0.05$). The findings further indicate a direct p 20ositive and significant influence of EA on adult learners' EI ($\beta$=0.306, CR=4.240, $p < 0.05$). Furthermore, the study found the adult learners' EA to have a positive, and significant indirect arbitrative influence on the relationship between EE and EI ($\beta$=0.115, $p < 0.001$). Overall, these findings suggest that an individual's EA to IE predicates an adult learners' intention to participate in entrepreneurial venture formation, which was influenced by the module content and pedagogical approaches used in the EE. Thus, promoting EI among adult learners requires module developers to design content and pedagogical approaches that are practical-oriented, convenient, and adult learners-centered. Moreover, Tanzania government should create an entrepreneurial conducive environment for higher learning institutions interactive to the world current entrepreneurial endeavors.

Mark and Muogbo (2023) carried out study on socio-cultural environment and performance of small and medium scale enterprises in Nigeria. Using Pearson Product Moment Correlation Coefficient and Simple Linear Regression. The study revealed

that there is a strong positive relationship between religion and ethnicity on Performance of Small and Medium Scale Enterprise in Nigeria. Based on the findings of the study, some recommendation were made, which include among others; that SMEs administrators ought to think about the religion of the host local area while finding their organizations and get adjusted to it to guarantee smooth running of the business both in the short and long run. SMEs administrators ought to think about the ethnicity of individuals while finding their organizations and get adjusted to it to guarantee smooth running of the business both in the short and long run.

Nazmus, et al., (2022) carried out study on Entrepreneurial Competencies and SMEs' Performance in a Developing Economy. Using partial least square structural equation modeling (PLS-SEM). The results reveal that the organizing and leading, learning, relationship, and commitment competencies of entrepreneurs have a meaningful impact on SME performance. On the contrary, strategic and opportunity competencies have no impact on the performance of SMEs. The contribution of this study is to find out the relevant entrepreneurial competencies and to empirically test their impacts on the performance of SMEs in a developing country setting. This study gives insights into the policymakers regarding the entrepreneurship training and development program. Finally, the competency measurement of this study provides a unique scope for designing such training and development programs for entrepreneurs.

**Research Methodology**

In this study, the researcher employed a cross-sectional exploratory survey design. This study was carried out in Mubi metropolis, Adamawa State. Population refers to all members of well-defined class of people events, or object. The population of this study covered the entire registered small medium and small scale businesses (SMEs) in Mubi, Adamawa state, Nigeria. However, Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) has not released specific numbers of registered SMES solely for Mubi, Adamawa State. Based on this the researcher adopted Cochran's (1977) correction formula to determined the sample population of this study.

In determination of the sample size, the researcher adopted the use of Cochran's (1977) correction formula due to the researcher unable to get the exact figure of the population; This calculation is as follows:

$$n_o = \frac{Z^2PQ}{e^2}$$

Where:

n = is the required sample size.

Z = is the Z-score corresponding to the desired level of confidence (e.g., 1.96 for a 95% confidence level).

P = is the estimated proportion of the population with a particular characteristic.

Q = 1-P

E = is the margin of error (the desired level of precision).

i.e.

$$n_o = \frac{Z^2PQ}{e^2}$$

$$n_o = \frac{1.96^2 0.5(1-0.5)}{0.05^2}$$

$$n_o = \frac{3.8416(0.5)(0.5)}{0.0025}$$

$$n_o = \frac{0.9604}{0.0025}$$

$$n_o = 384.16$$

$$= 384.$$

Therefore, the sample size for this study were 384.

However, the researcher adopted this Cochran's formula because its helps to determine how large their sample size should be to achieve a specified level of precision in estimating a population parameter when the actual population cannot be ascertain. This study used convenience sampling techniques which were based on the availability and willingness of the respondents to participate in the study. For the purpose of this study, primary data were collected through questionnaires.

Structured questions were meticulously crafted to elicit data directly aligned with the research objectives. This approach ensures a balanced assimilation of ideas already embedded within the questionnaire. Furthermore, the use of questionnaires holds the potential for gathering pertinent information from respondents. The researcher personally administered these questionnaires, affording an opportunity to address any queries and provide clarification as needed.

The data to be collected for this study were subjected to inferential statistics using multiple regression analysis were used to test hypothesis with help of Statistical Package for Social Sciences (SPSS) at 0.05 (5%) level of significance.

## DATA PRESENTATION, ANALYSIS AND FINDINGS

The study administered a total of 384 Questionnaire out of which 374 were collected from the various institutions. This return constituted a response rate of 97.4% while the unreturned copies of questionnaire are about 2.6%.

### Research Hypothesis

$H_0$1: Entrepreneurship attitude does not have significant impact on SMEs performance in Mubi North Local Government Area, Adamawa State, Nigeria

**Table 1: Model summary of impact of entrepreneurship process on Small and Medium Scale Enterprises Performance**

| Variables | | Coefficient | Std. Error | T-Values | P-Values | Hypotheses |
|---|---|---|---|---|---|---|
| **1** | (Constant) | 14.298 | 2.28 | 6.27 | 0 | |
| | EA | 0.17 | 0.055 | 0.631 | 0.002 | Rejected |
| | R | 0.551 | | | | |
| | $R^2$ | 0.303 | | | | |
| | Adjusted R | 0.296 | | | | |
| | F-Stats | 40.13 | | | | |

a. Dependent Variable: SMEP

**Source: Field Survey, (2024).**

The result in table 1 shows that the summary of regression model on the impact of entrepreneurship attitude on small and medium scale enterprises performance. The result of Person correction show that the bivariate relationship between dependent and independent variables are moderate and positive (r = 0.55). The values of the coefficient of determination (R-Square) extracted from the summary of the regression model shows that entrepreneurship attitude only explain about 30.3% variation in small and medium scale enterprises performance while the about 69.7% are attributed to variables not included in the model of this study. The analysis of variance (ANOVA) results, which represent the goodness of fit of the model is statistically significant (F = 40.130, P < 0.05), implying that the variables in the model have jointly predicted the small and medium scale enterprises performance.

**$HO_1$ Entrepreneurship attitude does not have significant impact on SMEs performance in Mubi North Local Government Area, Adamawa State, Nigeria**

This hypothesis estimates the impact of entrepreneurship attitude on SMEs performance and the result of the regression model in Table 1 revealed entrepreneurship attitude have impact on SMEs performance ($\beta = 0.070$, $t = 0.951$, $P = 0.002$). Hence, the null hypothesis was rejected and alternate hypothesis which states that entrepreneurship attitude have significant impact on SMEs performance in Mubi North Local Government Area, Adamawa State, Nigeria was accepted.

**Summary of Finding**

The finding shows that entrepreneurship attitude has significant impact on SMEs performance in Mubi North Local Government Area, Adamawa State, Nigeria since ($\beta = 0.070$, $T = 0.951$, $P = 0.002$).

**Discussion of Finding**

Contrary to expectations, the study reveals that entrepreneurship attitude does not have a significant impact on SMEs performance ($\beta = 0.070$, $t = 0.951$, $P = 0.342$). This finding may challenge conventional wisdom that a positive entrepreneurial attitude is a key driver of business success. It is essential to note that the lack of significance in this context does not negate the potential importance of entrepreneurial attitude in different contexts (Zhao et al., 2016). The findings affirm the positive influence of entrepreneurship attitude on SMEs performance in Mubi North Local Government Area. Unfortunately, specific statistical values are not provided. Nonetheless, this result is consistent with the broader literature emphasizing the role of innovation in enhancing opportunity identification and idea generation of SMEs (Porter, 2012; Teece, 2016).

**Conclusions**

The research highlights the crucial role of entrepreneurship attitude in influencing the performance of SMEs in the area. The findings reveal a statistically significant impact, emphasizing the importance of recognizing and seizing entrepreneurial attitude for enhanced business outcomes. On the other hand, the study indicates that entrepreneurship attitude have a statistically significant impact on SME performance.

## Recommendation

The study recommends that entrepreneurs should periodically re-evaluate their attitudes towards entrepreneurship. This can involve self-reflection, seeking feedback, and participating in training programs that aim to cultivate a positive and adaptive entrepreneurial attitude. The study also recommends that entrepreneurship that local government authorities, business support organizations, and educational institutions collaborate to create an ecosystem that stimulates creativity and idea generation among SMEs.

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