

**EFFECT OF ENVIRONMENTAL FACTORS ON ENTREPRENEURIAL  
PRODUCTIVITY**

**BY**

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**NSU/PGD/BAM/0318/16/17**

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**AUGUST, 2018.**

## **DECLARATION**

I hereby declare that this dissertation has been written by me and it is a report of my research work. This work has not been presented elsewhere for the award of any academic programme in any institution. All quotations are indicated and sources of information specifically acknowledged by means of bibliography.

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**Date**

## CERTIFICATION

The dissertation, “Effect of Environmental Factors on Entrepreneurial Productivity”, meets the regulations governing the award of Postgraduate Diploma in Business Administration (PGD), of the School of Postgraduate Studies of Nasarawa State University, Keffi for its contribution to knowledge and literary presentation.

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## **DEDICATION**

This project is dedicated to almighty God.

## **ACKNOWLEDGEMENTS**

My appreciation goes to Almighty God for his immeasurable kindness and mercy from the beginning to the end of the programme.

I want to thank my project supervisor, Ahmed who took his time to correct and guide me throughout the project work.

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## **ABSTRACT**

*This study examined Trade Liberalization and Economic Growth in Nigeria. The main objective is to assess the impact of trade liberalization on economic growth in Nigeria. Findings revealed that Economic factors to a large extent, if properly managed affect and promote organizational effectiveness. Also, Technological changes to a high degree improves entrepreneurial performance as profit target is attainable by deploying and adapting to relevant technology, which ensures the survival and growth of the firm. Additionally, Cultural factors to a large extent dictate entrepreneurial productivity as the responsiveness of firms to the tradition, beliefs, norms and culture greatly influences entrepreneurial/organizational productivity. Finally, the study shows that there is a significant relationship between cultural factors and entrepreneurial productivity.*

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Transformation connotes a shift from the traditional way of doing things to a new paradigm. These phenomena constitute the environment of the society. Worldwide business organization operates within an environment which is an aggregate of all conditions, events, circumstances and influences that surround and affect the business organization.

Aduka, (2005) opined that environment refers to the societal structures and phenomena which determines and influences business activities. These structures are often classified into social, economic, political, physical and legal. All of which constitute the environment of business, other variables include the availability of labour and the conditions of employment, the nature of demand and supply for goods and services, the government and its policies and action, the various laws and their administrative system, etc. He stated further that a proper understanding of the environment of business helps managers to make business decisions and execute their plans.

Environment is the prevailing atmosphere for investing and producing for buying and selling. It deals with the general pattern of the economy, changing prices and price levels, labour, income level, etc. All these factors he noted vary with time. Hence, managers must devote much of the organization's time and resources to forecasting and anticipating change. The contemporary environment is becoming dynamic and competitive, therefore business organizations irrespective of their objectives must take into account its environmental opportunities and constraints in the ever changing environment (internal and external) in which managers operate (Ukaegbu, 2004). He re-interacted that managers must not only be aware of what constitutes the elements of

their business environment, but also should be able to adjust the business organization to the dynamism of the society.

According to Osuagwu (1999) it is suggested that in management the environment transcends physical surrounding but, it is used as a total forces, factors and influences that surrounding and affect business organization as a separate entity as well as other business enterprises. Thus, indicating that business organization must interact with forces that influence its directions, decisions, actions, size, health and performance of the organization as a whole.

If a manager for instance knows only little about the business customers, he will not be able to design the product that will satisfy their desires. If the level of demand is not properly analyzed, there could be either over production or under production, etc. For these reasons, accurate and timely information about the business environment is crucial to the successful management of any enterprise.

## **1.2 Statement of the Problem**

The Nigerian economy witnessed depression some years ago resulting in the destabilization of many small scale businesses and other organizations alike. Presently, the economy is recovering from the global economic meltdown, which is swept so many economies of the world and businesses struggling to survive, depreciation of Naira against the Dollar, over dependence of the country on oil and inconsistency in government policies are what has characterized the Nigeria Business Environment.

Business enterprises haven realized all these facts, are now trying to identify those ways of growing from this present situation. Then, the analysis of their environment comes into focus; how these factors affect or hinder their progress and how they can be affectively managed. The above problem calls for the careful analysis of these

environmental factors and influences on entrepreneurial performance in the business environment.

### **1.3 Objectives of the Study**

The general objective of this study is to determine the impact of environmental factors on entrepreneurial productivity. Other specific objectives include:

1. To find out the influence of economic factors on organizational effectiveness.
2. To examine whether social factors facilitates innovativeness.
3. To determine the impact of technological changes on entrepreneurial performance
4. To ascertain the effect of cultural factors on entrepreneurial productivity.

### **1.4 Research Questions**

1. Do economy factors promote organizational effectiveness?
2. Do social factors facilitate entrepreneurial innovativeness?
3. To what extent does a technological change improve entrepreneurial performance?
4. To what extent do cultural factors ensure entrepreneurial productivity?

### **1.5 Research Hypotheses**

Ho<sub>1</sub>: There is no significant relationship between economic factors and organizational effectiveness.

Ho<sub>2</sub>: There is no significant relationship between social factors and entrepreneurial innovativeness.

Ho<sub>3</sub>: There is no significant relationship between technological changes and entrepreneurial performance.

Ho<sub>4</sub>: There is no significant relationship between cultural factors and entrepreneurial productivity.

### **1.6 Significance of the Study**

This study will have great impact on the management of the organization and also show the relevance of environmental factors on organizational productivity. Thus, the following will benefit from this study:

It will help the business organizations to identify the problems that are attributable to environmental factors.

Researchers will use this study as a references point in future studies.

The firms in the paint industry will find this study benefiting because it will help them to know the significance of the environmental factors on their business productivity.

### **1.7 Scope of the Study**

This study was limited to entrepreneurs as they thrive towards improvement of performance and entrepreneurial productivity, taking into account the dynamic environmental factors. Again the study is limited to selected entrepreneurs in Keffi, Nasarawa State.

Also highlighted in this study includes other indicators such as innovativeness, productivity, performance which are contributors to the competitive edge of entrepreneurs, which would make for easy measurement of entrepreneurial productivity.

### **1.8 Limitations of the Study**

On the aspect of most managers as respondents to this study, majority of them may be conscious of market intelligence exercise and the nature of competition within the business environment. Such influences may discourage them from making available

information that would be useful for the study. However this was averted by assuring the respondents that the information they provided will be treated as confidential.

Another limitation is the inadequacy of relevant literature and research materials. Due to the scarcity of research materials, few materials were made available for the researcher to facilitate the study.

The researcher was denied access to some confidential data that were considered to be relevant to the study.

## **1.9 Definition of Terms**

**Organization:** Refers to the number of people working harmoniously, in order to achieve certain objectives or goals. It basically can be defined as the arrangement of people with intention of accomplishing a set of goals

**Environment:** Literally refers to the surroundings of an organization. It describes all those factors and influences that bear upon the individual organization.

**Objectives:** Are relatively the ends that an organization seeks to achieve in order to implement its mission. They however are advanced statements and describe the future desire results towards which present efforts are directed.

**Productivity:** Is the measurement of how well resources are brought together in organizations and utilized for accomplishing a set of result. It also refers to the highest level of performance with the least expenditure of resources.

**Innovativeness:** Is the creativity exerted towards getting things accomplished in the normal or conventional manner. Variances/variables: changes.

**ENTREPRENEUR:** Is someone who specializes in taking responsibility for and making judgmental decisions that affect the location form and use of goods, resources or institutions.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

This chapter examines the past works of researchers and authors on the subject matter of the work in review. It provides a forum to have more intuitive outlook and analytical perspective of the effects of environmental factors on entrepreneurial productivity.

#### **2.1 Concept of Entrepreneurship**

From the management perspective, Sahlman and Stevenson (1991) differentiated between entrepreneurship and managers by defining entrepreneurship as a way of managing that involves pursuing opportunities without regard to the resources currently controlled. Entrepreneurs identify opportunities, assemble required resources, implement a practical action plan and harvest the reward in a timely flexible way.

Despite the Schumpeterian emphasis on the process of starting new enterprises as the defining entrepreneurial activity, there is no generally accepted definition of entrepreneurship for the developed countries. The failure of a single definition of entrepreneurship merge undoubtedly reflects the fact that it is a multi-dimensional concept. The actual definition used to study or classify entrepreneurial activities reflects a particular perspective or emphasis. For example, definitions of entrepreneurial typically vary between the economic and management perspectives.

According to Herbert and Link (1989) while it has become widely acknowledged that entrepreneurship is a vital force in the economies of developed countries, there is little consensus about what actually constitutes entrepreneurial activity. Scholars have proposed a broad array of definitions, which when identified three distinct intellectual traditions in the development of the entrepreneurship literature. These three traditions

can be characterized as the German tradition, based on Thuenen and Schumpeter, the Chicago Tradition, based on Knight and Schultz and the Austrian Tradition based on Kirzner and Shackle.

Schumpeter proposed a theory of creative destruction, where new firms with the entrepreneurial spirit displace less innovative incumbents, ultimately leading to a higher degree of economic growth.

Even in his Classic, capitalism and Democracy, Schumpeter (1942, p.13) still argue that entrenched large corporations tend to resist change, forcing entrepreneurs to start new firms in order to pursue innovative activity. The functions of entrepreneurs is to reform or revolutionize the pattern of production by exploiting an invention, or more generally, an untried technological possibility for producing a new commodity, or producing an old one in a new way. To undertake such new thing is difficult and constitutes a distinct economic function, first because they lie outside of the routine tasks which everybody understand and secondly, because the environment resists in many ways.

From the economic perspective, Herbert and Link (1989) distinguish between the supply of financial capital, innovation, allocation of resources among alternative uses and decision making. Thus, an entrepreneur is someone encompassing the entire spectrum of this function. “The entrepreneur is someone who specializes in taking responsibility for and making judgmental decisions that affects the location form and use of goods, resources or institutions”.

The most prevalent and compelling views of entrepreneurship focus on the perception of new economic opportunities and the subsequent introduction of new ideas in the market. As Audretsch (1995) argues that entrepreneurship is about change, just as entrepreneurs are agents of change and growth in market economy and they can act to

accelerate the generation, dissemination and application of innovative ideas. “Entrepreneurs not only seek out and identify potentially profitable economic opportunities but are also willing to take risks to see if their hunches are right” (OECD, 1998).

While simplicity of defining entrepreneurship as activities fostering innovative change has its attraction, such simplicity according to Egeide (1996), also masks considerable complexity. Entrepreneurship is shrouded with complexity for at least two reasons. The first reason he said emerges because entrepreneurship is an activity crossing multiple organizational forms. Does entrepreneurship refer to the change inducing activities of individuals, group individuals such as networks, projects, lines of business, firms and even entire industries, or even for geographic units of observation, such as agglomerations clusters and regions? Part of the complexity involved with entrepreneurship is that it involves all of these types of organizational forms. No single organizational form can claim a monopoly on entrepreneurship.

The second source of complexity he averred is that the concept of change is relative to some benchmark what may be perceived as change to an individual or enterprise may not involve any new practice for the industry. Or it may represent change for the domestic industry, but not for the global industry.

Hence, the concept of entrepreneurship is embedded in the local context. As the same time, the value of entrepreneurship is like to be shaped by the relevant benchmark. Entrepreneurial activity that is new to the region or country may be significant but ultimately limited. By contrast, it is entrepreneurial activity that is new across all organizational forms, all the way up to the global that carries the greatest potential value.

## 2.2 The Role of the Entrepreneurship in Economic Development

The economic success of nations worldwide is the result of encouraging and rewarding the entrepreneurial instinct. For it is the entrepreneur that serves as the spark plug in the economy's engine, activating and stimulating all economic activities. This suggests that entrepreneurship is a significant factor in the process of any country's economic development and occupies a central position in a market economy. The role of entrepreneurship in economic development involves more than just increasing per capita output and income; it involves initiating and constituting change in the structure of business and society, which is accompanied by growth and increased output.

Other role of entrepreneurship in economic development includes:

1. **Entrepreneurship increases productivity:** Through improvement in production techniques, research and development and investment in new plant and machinery. Entrepreneurs help to raise higher productivity. In Nigeria for instance, a lot of production and manufacturing machines are fabricated in different states especially the eastern states. This enhances improvement in the production method of many entrepreneurs for increased productivity.
2. **Employment creation:** Entrepreneurship activities create employment for the teeming population of nations. Small business employs more than half of the private work force in Nigeria. It provides most people with their first full time jobs and an initial on-the-job training.

Entrepreneurship pay an important role for employment especially in developing countries. It enables the supply of entrepreneurs who are ready to explore new ideas at the slightest opportunity. Thus entrepreneurship creates jobs for many people particularly in the private sector, hence their predominance in the rural areas where they help to sustain the populace. The creation of small and medium

scale enterprises (SMEs) afford private individuals and groups to start business with minimal resources requirements.

- (3) **Entrepreneurship helps in resource utilization:** Through the entrepreneurial activities the small and medium scale enterprises help to mobilize resources that would otherwise remain idle. Entrepreneurship encourages traditional craftsmanship and the use of local raw materials especially in manufacturing, and agricultural sectors. This to a great extent enhances capital formation which is vital for economic development.
- (4) **Equitable distribution of income and wealth:** Entrepreneurship fosters wide distribution of income and wealth through its dispersal and existence in every part of the country. Also the enabling environment, facilities and incentives made available by government are widely spread among small and medium scale enterprises. The establishment of Nigerian Agricultural Cooperative and Rural Development Bank, Small and Medium Industries equities Investment Scheme (SMESIS), etc are among the efforts at encouraging the wide spread of entrepreneurship activities in every part of the Nigerian Economy. This enables the generation and equitable distribution of income and wealth in different part of the country.
- (5) **Maintenance of Competition:** In this era of increasing competitive pressure in the business environment, entrepreneurship helps make people to be conscious about competition in business. Competition is a fact of life, the increased entrepreneurship activities fosters competition among small businesses which leads to better performance in satisfying needs. Given the unpredictable rapid economic changes, competition ushers in improvement in product qualities, differentiation in products and prices, credit terms, improved services etc which

make the entrepreneurs to be involved in maintaining competition in the economy.

- (6) **Conservation of foreign exchange:** Since the Nigeria indigenization Decree of 1972 and the repaid development of small scale enterprises, local production of goods and services have been on the increase and importation of most items have reduced. Entrepreneurship has more opportunity to produce locally and this help in conserving foreign exchange which otherwise could have been used for importation.
- (7) **Improvement in standard of living:** Entrepreneurship helps to attract infrastructural facilities especially in the rural areas. Thereby also being involved in the provision of good access roads, electricity telecommunication facilities, provision of water, etc. Such improvement in rural infrastructure, impacts positively on the quality of life and standard of living of the rural dwellers.
- (8) **Poverty alleviation:** The nature of small business entrepreneurship enables the employment of both skilled and unskilled labour force; it enhances earning capacity of citizens. Thus, it assists in reducing the inequality gaps and poverty alleviation. The national poverty eradication programme aims at empowering entrepreneurs to play important role of poverty alleviation in the Nigeria economy.
- (9) **Industrial Development.** Entrepreneurship has potential from quick return on investment and being wide spread. It is a fast strategy for industrial development, which makes small business a relevant factor in Nigeria's economic development process.
- (10) **Technological advancement.** Entrepreneurship also provides opportunities for the training and development of local skills and technology acquisition through

adaptation, An example of such technological acquisition that gives impetus to rapid economic development is the “Aba” made syndrom.

Thus, one of the most striking features of entrepreneurship in the words of Ekpo (1999) is that it crosses a number of key units of analysis. At one level, entrepreneurship involves the decisions and actions of individuals. These individuals may act alone or within the context of a group. At other levels of the industry, as well as at spatial levels, such as cities, regions and countries.

### **2.3 Entrepreneurs and the Nigerian Business Environment**

In his preview of the performance of small scale businesses, Asika (2004) averred that, the annals of small scale businesses in many countries, especially Nigerians are replete with instances of firms which became extinct or stunted after an era of relative affluence in which they had attained leadership positions in their respective industries. Everyone who had at any point in time owned or managed a business firm will agree that the vicissitudes in businesses are like powerful currents, which can either blow a particular firm right to the top or sweep it underneath completely.

The Nigerian business environment according to Ukaegbu (2004) is characterized by its free enterprise though the economy witnessed depression some years ago resulting in the destabilization of so many small scale businesses and other organizations like. Presently, the economy is been affected by the global economic meltdown, which is sweeping so many economies of the world and businesses struggling to survive, depreciation of Naira against the Dollar, over dependence of the country on oil and inconsistency in government policies are what has characterized the Nigeria Business Environment.

Business enterprises haven realized all these facts, are now trying identify those ways of growing from this present predicament. Then, the analysis of their environment comes into focus how these factors affect or hinder their progress and how they can be affectively managed. This then can for the careful analysis of these factors and influences known as environment.

## **2.4 Classification of Business Environments based on the Rate of Change**

Business environments can be classified by determining the extent to which the environmental factors change (Lawal, 1993). Environmental influences may be stable over the time periods, dynamic (i.e. changes at predictable rate), or turbulent, i.e, change at an unpredictable rate. Forecasting environmental factors in a static and a turbulent environment may be useless considering the fact that environmental factors do not change in the formed while forecasting in the latter is unattainable. Managers therefore should concentrate on effective internal management to attain organizational success where it operates within a static environment.

Good planning and decision making in a turbulent environment required greater deal of manager's personal characteristics rather than ability to speculate the environmental factors (Lawal, 1993).

### **2.4.1 Effects of the Environment on Small Scale Businesses**

The environmental factors may be opportunities that must be exploited or threats or problems that must be contained by the organization. An opportunity is simply referred to as business activities that can be profitably exploited by an organization. The opportunities may be visible or invisible (Ohanemu 2006). The environmental influences may open new investment opportunities for the organization i.e. provide new products and new uses of the products. Threats or problems can be regarded as limiting

factors, i.e. the factors that have negative impact on the success, growth and survival of the organization.

### **Extent of Control**

In this classification, the environmental factors may be controlled i.e, managers can use their managerial skills and experience to change these environmental forces. On the other hand, the forces may be uncontrolled , i.e., they are beyond the ability of individual managers and managers must consider the environment given and adapt to their management practices to suit the environment, according to Lawal (1993) in general, the environmental forces are now classified into three main categories namely: internal environment, task environment and external environment.

### **2.4.2 Types of Environment Faced by Business Organizations**

(1) **Internal Environment:** In Nigerian context, this environment is peculiar to all the organizations operating within the environmental sphere which includes the small scale businesses under consideration. This internal environment as described by Lawal (1993) are the organization climate or working conditions, structures, policies being formulated as well as task groups. All these factors affect businesses as a separately. The main elements of internal environment includes; Finance, Marketing, Production, Organization, Planning and Personnel, Research and Development etc.

Finance sub-elements includes: Investment appraisal, sourcing for funds, application of funds, cost and financial control, establishing financial policies and provision of financial information for decision making.

Production sub-elements includes: Raw materials, machines, product designs, location of factory, layout, technology, purchasing of inputs, quality control and inspection,

production planning and control. Planning sub-elements are: production planning, scheduling of operation, progressing and dispatching, research and development.

Organization sub-elements are: departmentalization, formal relationships and management of informal groups as coordination of activities to attain the overall goals.

Personnel sub-elements deal with human resources planning, recruitment and selection, training and development, leadership, communication and management of compensation.

**(2) Task Environment:** This is otherwise known as direct external environment. It comprises of the stakeholders. That is, the interest groups such as: Shareholders, customers, workers, management, competitors, government, local and public committees, creditors, suppliers and other interest groups. All these are also known as the coalition members of the claimers.

**Shareholders:** The business usually set up by the stakeholders by contributing capital in form of shares. The shareholders have the right to; dividend, vote, additional shares and inspection of company book. In exercising these rights, they have direct influence in the action and decision of organization.

**Customers:** These are individuals or group of individuals that constantly utilize the goods and services rendered by an organization. The customer determines what the business is and it is their willing to pay for goods or for services that converts economic resources into revenue for the organization. They represent the reason why the organizations exist and are in business. When customers buy products, they do so to fulfill the functional and exchange goals of marketing. And in the same vein receive satisfaction through consumption. Once customers shy away forma produce or don't buy products it means the firm will have a large unsold stock of goods. This could translate into untimely demise and liquidation of the firm.

**Creditors:** Organization depends on availability of funds for working capital as well as purchase of assets. The financial needs of new and existing firm are obtainable from financial institutions such as; bank, insurance firm and other financial institutions. Hence, effective relationship with financial institutions is also important to any organization.

**Suppliers:** Organizations obtain the required inputs from the environment and convert them to output for the use of the environment, Hence, every organization depends on suppliers of raw materials, energy, equipment and labour for effective operation.

**Government:** In exercising its role of improving the general welfare of the society, the government serves in various capacities, such as; a facilitator of economic development, a regulator in industrial activities and as a participator. These functions have considerable impact on the business.

### **(3) External Environment:**

**Economic Environment:** According to Lawal (1993) this refers to the general pattern of the economy which can be viewed from three dimensions: economic system, general business cycles and the economic policies.

Economic system is the way in which the goods and services of a given society are produced and are distributed. This has significant impact on the operation of business organization. It will influence factor such as: market structure, level and distribution of income, the purchasing power of the consumers and level of demand, price level and government fiscal and monetary policies which will in return influence target which firms set for them. In addition, the general level of development of the economy, availability of infrastructure, availability of the means of finance and the general state of the economy will influence the attainment or non-attainment of organizational objectives.

However, Ekpo (1999) described this environment as the prevailing atmosphere for investing and producing for buying and selling. It deals with the general pattern of the economy changing prices and price levels, labour, income level etc. He stated that we have common economic indicators such as government spending, interest rate and levels of employment, government activities and international transaction. All these factors he noted vary with time, hence managers must devote much of the organization's time and resources to forecasting and anticipating changes.

There are two types of changes highlighted by Elegido (1996), first structural changes in an economy, which are the major alternation whether permanent or temporary in the relationship between different sectors of the economy and key economic variable. For example, a shift from an industrial to a service economy and rise in energy cost relative to the cost of other raw materials.

The second type is the cyclical economy change, which are periodic swing in general level of economic activities. For example, rise and fall of interest rates, inflation etc cyclical changes have far reaching effect on organizational strategies, decisions and performance than structural changes. Thus, looking through the Nigerian context, the economic factors can be said to be a prime factor that pose a threat to the performance of small scale businesses and all organizations operating within the environment.

## **2.5 Impact of Public Policies on Businesses**

These are directives issued by the government to provide the basic framework for development of industrial sectors in the nation's economy. Industrial activities in Nigeria are affected in many ways by the directive of the government. Indeed, it is the government that provides the institutional building blocks for the establishment of

businesses, the legal framework within which the businesses function and many instruments through which activities of firms are carried out.

For instance, government enacts laws that defines and maintain the status of business units and control matters relating to bankruptcy and reorganization of business. Government also designs various fiscal and monetary instruments that facilitate the process of trade among business units. In addition, government renders assistance to business in form of research and development, provision of useful information, accessibility of credit and funds, public education to provide the needed labour force and cultivate consumer demand.

Supporting services such as subsidized energy, transportation, agriculture, are also areas where business lean heavily on the assistance of government. However, since independence these public policies have been geared towards import substitution.

## **2.6 Roles of Small Scale Businesses in Wealth Creation and Economic Development**

Small and medium scale industries have always played an important role in the economy for Nigeria and this is still true up till today. Edet (2001) and Osuagwu, (2004), variously opined that this segment of the economy contains some of the most dynamic; profitable and interesting firms to be found. Some of the prominent roles of small and medium scale industries which they variously highlighted are as follows:

- (i) **Employment Generation:** The small sector has remained a major source of primary and secondary employment in Nigeria. Although very few nationwide data to support this statement are available. A careful look at markets and even street in Nigeria cities reveals this large number of people engaged more form of commercial activities or the other. Most of them are women and young people with low level of formal education or other social limitations.

- (ii) They offer a wide variety of choice for the consumers needs.
- (iii) They provide a means of entry and constitute a good training ground for new entrepreneurial talents.
- (iv) They provide the economy with multiple points of potential growth and usually at a minimum investment or cost.
- (v) Small scale business as engine of economic growth in Nigeria has also help in the transformation of traditional industry and technology. For example, there exists abundant evidence that some of the presented at indigenus commercial and industrial giants at inception operated as small entrepreneurs or firms.
- (vi) They give new realistic and broad significance to the concept of Nigerianization of the economy. They ensure that Nigerian have a strong hold on their economy, thus bringing about real economic independence. Small scale businesses had and still serve as vehicles for the propagation and diffusion of innovative business ideas. The ABA made range of household consumer in industrial goods and the NNEWI — made auto spare parts manufacturers are illustrative of that nascent technological transformation.
- (vii) Dispersal of economic activities is also an important role played by small scale businesses in the Nigeria economy. Due to the ease of entry into small and medium enterprises activities both in the rural and urban areas, they said the dispersal and diversification of economic activities between and within regions or localities. They are known to emerge in any line of business activity where there are identifiable unfilled consumer heeds, providing economic flexibility and injecting dynamism into the national economy.
- (ix) Small scale industries are important sources of competition and challenges to the economic power of large firms. Many innovations in services and technology

have originated in small firms. These ensure that large firms are kept on their toes to improve the quality of the products and services from time to time.

- (x) Wealth redistribution small scale businesses by providing paid employment or remunerative economic activities to a great number of both rural and urban people on one hand and supplementing their income disparities, thereby stemming the inherent discontent which income disparity between one region and another or between different social classes in the economy breeds.
- (xi) They help sustain and relatively improve the standard of living
- (xii) Mobilization of saving is also another important role of small businesses in that they help in tapping idle financial resources which ordinarily would not be brought into banking mechanism.
- (xiii) Industrial diversification and a relatively or balanced regional development is also achieved.
- (xiv) Small scale businesses also play a major role in the utilization of local resources. They are touted as local resources maximize than their large counterparts. This is traceable to their reliance on local raw materials more than their larger counterparts on one hand and their production situation. Therefore, all these factors constitute production problem which add more to the cause of small scale businesses failure.

Much is expected from the government to provide basic social and infrastructural facilities to assist small businesses. Nigeria economic terrain is very constraining with then focuses being concentrated on the big firms which are constantly downsizing. Business people that fall in the small scale business category have frequently accused the banks of providing funding to only their cronies and favoured companies. But the

banks have denied such allegations saying that many of the small scale businesses cannot meet up with banks requirements.

### **2.7.1 Possible Solution to these Problems**

As a result of the foregoing problems faced by small and medium scale businesses in Nigeria, small scale businesses would not be encouraged to continue in business. Government in Nigeria should therefore improve the state of infrastructural facilities by investing power supply, provision of accessible roads, telecommunication, portable water and security. This will not only encourage small scale businesses.

### **2.7.2 Providing Fiscal Incentives for Entrepreneurs in Nigeria**

Fiscal measures have been drawn for deductions and allowance in determination of taxable income of manufacturing enterprises includes:

**Manufacturing Industries:** Pioneer status, which is a concession to pioneer companies located in economically disadvantaged areas, providing tax holiday period of five to seven years. These industries must be considered by the government to be beneficial to the country's economy and in the interest of the public. Companies involved in local raw materials development, local value added labour incentive processing export

## **2.8 Successful Business Strategies for Entrepreneurial Performance**

There are indicators (strategies) serving as performance targets that businesses try to achieve and the basis for measuring actual performance to determine if corrective action is needed. Today's business according to Ezenwa (2005) must be sensitive to these strategies, which serves as vital strength in each field for overall success.

The five strategies are:

**Achieving Financial Performance:** regardless of what goes on in the business, if the bottom line performance is not good enough, the business will not survive. The most

direct indicator of financial performance is captured in the concept of profit or firm value. Indeed, the managers of successful business constantly strive to make profit, thereby adding value to the firm.

**Meeting Customer's Needs:** The amount of profit a business makes is ultimately determined by how it will meet its customer's need

**Producing Quality Products and Services:** The trend in recent years however, has been to emphasize quality, even if the cost is higher in a competitive environment; customers will readily abandon any business that fails to meet their quality expectations. In fact, quality management is the expected way of operating for most businesses today. The foundation of total quality management is a philosophy known as continuous improvement which refers to a company's efforts to provided steadily higher levels of quality throughout all phases of its operations.

**Encouraging Innovation and Creativity:** In today's volatile; business setting, the only constant activity is change. Customer's tastes and preferences are constantly changing. Employee demands are always shifting. Competitors are always searching for new ways to edge rivals out of the market. The only way a business can stay on top and compete is to be creative and innovative. Creativity is new and different patterns of thinking and behaving, Innovation is the result or what is produced through these creative activities.

**Gaining Employee Commitment:** A successful business is composed of employees who care about the jobs they do. They are dedicated and concerned, not only going through the motions. Many offer creative benefits and work options. The process of giving more decision making authority and responsibility to meet workers throughout the organization is known as empowerment.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter provides the methods adopted in carrying out this study. Therefore, the procedure applied in the study includes the following: Research design, population of the study, sampling technique, research Instrument, validation of research instrument, data collection methods and analytical procedure

#### **3.2 Research Design**

The survey research design method is employed for this study. This method was considered to be relevant to the study because the method does not only consider the sample size of the population under study, but also ensures that the resultant sample sufficiently represents the population.

This method constitutes a class of empirical studies with human beings, organization, groups, as units of observation. Because of its descriptive nature, it would be useful for generating new facts and natural experimentation without intentional manipulation of the variables of the research.

The descriptive survey design will help in adopting a variety of data and information gathering instruments needed as a basis for generalizing the research findings. This method is needed in generating information directly from the sample object.

Finally, the researcher is interested in observing what is happening to sample subjects without any attempt to manipulate or control them and this makes the selected survey design the most appropriate for the study.

### **3.3 Population of the Study**

The population of the study is made up of employees and customers of some selected entrepreneurial businesses in Keffi. From the population, a sample of one hundred and fifty (150) respondents was chosen bearing in mind the fact that, it is easier to use a sample size because of the limited resource.

The study sample has been duly chosen with believe that, it will help in ascertaining the impact of promotional strategies on organizational performance.

### **3.4 Sampling Technique**

A stratified sampling technique was adopted for this study. This was due to the fact the population was divided into sub-strata, based on the criteria of entrepreneurs and employees.

### **3.5 Research Instrument**

Questionnaire was the main instrument employed in this study for data collection. Olannye (2006) defined a questionnaire as an instrument for gathering data from respondents to aid in finding solution to research problems.

The questionnaire was divided into two sections (A & B). The Asection contains questions relating to the respondents' profile while the section B concerns an analysis of other research data.

### **3.6 Validation of Research Instrument**

In order to validate the instrument for data collection, the questionnaire was given to experts in the Department of Business Administration in Nasarwa State University, Keffi prior to their administration for them to critically examine its validity. Consequently, adjustments and corrections were effected to ensure that it elicits the desired information.

To establish the reliabilities of the instrument a test-retest method was employed. This entailed the collection of two sets of scores on two occasions. The instrument was administered to a group of customers and employees of selected small business enterprises in Keffi at interval of three (3) weeks. The results from the two-test showed some similarity which suggested that the questionnaire was reliable.

### **3.7 Data Collection Method**

The instrument used for the collection of data in the study was primarily the questionnaire which was distributed to 150 respondents.

Business journals, newspaper, dailies, magazines consulted from the library, constituted the secondary source of data collection.

### **3.8 Data Analysis Technique**

The data collected were analyzed using the simple percentage and the z-test of significance as analytical tools. The data was first deduced from the questionnaire distributed and a frequency corresponding to the response was converted into percentage using the formula.

$$\text{Percentage} = \frac{x}{y} \times 100/1$$

$$\text{Where } x = \text{frequency of responses}$$

$$Y = \text{total no. of respondents}$$

The z-test of significance used to test the hypothesis was conducted at 0.05 level of significance.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

This chapter focuses on the presentation and analysis of data and information collected through the copies of questionnaires administered. The data presented and analyzed in this study is divided into two parts. First, the analysis of respondents' personal profile with percentage weighting attached. The second part of the analysis of the data collected is in respect of the research questions using the simple percentage as analytical tool.

#### 4.1 Analysis of Respondents Response Pattern

**Table 4.1 Questionnaire Response pattern**

<b>Focus</b>	<b>Number Administered</b>	<b>Number Returned</b>	<b>Number Used</b>	<b>Percentage</b>
Entrepreneurs	50	30	30	60.00
Staff	100	80	50	50.00
Total	150	110	80	53.33

Source: field survey, 2018.

The analysis show that out of the 150 sets of questionnaire administered 110 were returned. In applying the usability criterion which involves accepting only copies of questionnaires whose items were properly answered (Coohecan 1999); the number of copies of questionnaire used for the research study were reduced to 80.

The majority of the instances where the questionnaire had to be rejected were due to insufficient responses from the respondents. Besides, some respondents deliberately avoided some questions in the questionnaire possibly due to work culture that does not permit the release of classified information despite the assurances of confidentiality stated in the questionnaire.

**Table 4.2: Demographic information of Respondents**

Characteristics	Measuring Group Male	No of Valid %	Valid %
Gender	Male	20	37.5
	Female	60	62.5
	<b>Total</b>	<b>80</b>	<b>100</b>
Age	18 – 27	30	37
	28–37	43	57
	38–47	4	5
	≥48	3	4
	<b>Total</b>	<b>80</b>	<b>100</b>
Marital Status	Married	40	50
	Single	40	50
	<b>Total</b>	<b>80</b>	<b>100</b>
Educational Qualification	SSCE/GCE/NECO	6	7
	NCE/OND	20	25
	HND/B.SC	26	33
	NIBA/M.Sc.	13	16
	Others	15	19
	<b>Total</b>	<b>80</b>	<b>100</b>

Source: field survey, 2018.

The analysis of table 4.2 shows that the male respondents were only 20 representing (37.5%) while the female respondents accounts for 60 (62.5%). The second characteristics of respondents with respect to age shows that 18 - 27 age range accounts

for 30 (37%) of the respondents. The second upper age category of 28-37 represents the highest number of respondents that is 43 (54%).

(5%) of the respondents fall under the 38 — 47 age bracket, while the lowest number of respondents were in the 48 and above range 3 representing (4%). The third characteristic in the table is concerned with the marital status of respondents. It was observed that 40 (50%) of the respondents were married while 40 (50%) were single. The evident from the fourth characteristics with respect to respondents qualification, indicates that greater part of the respondents 26 (33%) has HND/B.Sc qualification. Ordinary level certificate holder accounts for 6 (7%) while 13 (16%) of the respondents possess the MBA/M.Sc. qualification. The numbers of NCE/OND holders were 20 (25%). Other professional certificate holders only accounts for 15 (19%) of the respondents.

#### 4.2 Analysis of Other Research Data

**Research Question One: Does economic factors promote organizational effectiveness?**

**Table 4.5: Economic Factors and Organizational Effectiveness**

S/ N	STATEMENT	SA		A		U		D		SD	
		N	%	N	%	N	%	N	%	N	%
		o		o		o		o		o	
1.	Profitability is enhanced by improved level of demand	30	42.9	10	14.9	15	21.4	5	7.1	10	14.9
2.	Improved general state of the economy is a	30	42.9	5	7.1	20	28.6	10	14.9	5	7.1

	constituting factor to organizational performance.										
3.	Availability of funds is an integral factor that facilitates improved productivity.	30	42.9	5	7.4	20	28.6	10	14.9	5	7.14
4.	Promotion of subsidies by government encourages entrepreneurial initiatives	5	7.14	30	41.9	20	28.6	5	7.14	10	14.9

In table 4.8 above on economic factors and organizational effectiveness, A high response rate of 40(57.8%) was recorded stipulating that profitability is enhanced by improved level of demand, in relation to statement 1.

Statement 2, posits that improved general state of the economy is a constituting factor to organizational performance, 35(50%) agreed, 20(28.6%) were certain, while 15(21.4%) disagreed.

A high response rate of 35(50%) was recorded indicating that availability of funds is an integral factor that facilitates improved productivity, in relation to statement 3. Statement 4 stipulates that promotion of subsidies by government encourages entrepreneurial initiatives as agreed by 35(50%), 20(28.6%) were uncertain, while 15(21.4%) disagreed.

**Research Question Two: Does social factors facilitates Entrepreneurial innovativeness?**

**Table 4.6: Social Factors and Entrepreneurial Innovativeness**

S/N	STATEMENT	SA		A		U		D		SD	
		No	%	No	%	No	%	No	%	No	%
5.	Developing products with cognizance of purchasing ability enhances organizational profitability	20	28.6	10	14.3	25	35.7	10	14.3	5	7.14
6.	Performance of organization is improved when product is developed with consideration of family size.	20	28.6	15	21.4	20	28.6	5	7.14	10	14.3
7.	Consideration of beliefs of individual would improve relation of organization and	30	42.9	5	7.14	20	28.6	5	7.14	10	14.3
8.	Responsiveness of	20	28.6	20	28.6	15	21.4	5	7.14	10	14.3

perception of society would enhance productivity of the organization.											
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Source: field survey, 2018.

Table 4.6 above, concerning social factors and entrepreneurial innovativeness. Statement 5 reports that developing product with cognizance of purchasing ability enhances organizational profitability as 30(42.4%) agreed, 15(21.4%) disagreed, while 25(35.7%) were uncertain.

A high response rate of 35(50%) was recorded stating that performance of organization is improved when product is developed with consideration of family size in statement 6. However, 20(28.6%) were uncertain, while 15(21.4%) totally disagreed.

Statement 7 stipulates that the consideration of beliefs of individual would improve relations of organization and society as 35(50%) agreed 15 (21.4%) were disagreed, while 20(28.6%) disagreed.

Statement 8 on the other hand states that Responsiveness of perception of society would enhance productivity of the organization as 40(56.12%) agreed, 15 (21.44%) disagreed, while 15(21.4%) undecided.

**RESEARCH QUESTION THREE: to what extent does technological changes influence entrepreneurial performance?**

**TABLE 4.6: Technological Changes and Entrepreneurial Performance**

S/N	STATEMENT	SA		A		U		D		SD	
		No	%	No	%	No	%	No	%	No	%
9	Increase in production of goods and services is enhanced by technological advancement.	20	28.6	20	28.6	15	21.4	5	7.14	10	14
10	Technological improvement strengthens competitive advantage	20	28.6	20	28.6	20	28.6	5	7.14	5	7.6
11	Profit target is influenced by technological application.	20	28.6	20	28.6	10	14.3	10	14.3	10	14.3
12	Survival and growth of organization is ensured by technological application.	30	42.9	5	7.14	20	28.6	10	14.3	5	7.14

Source: field survey, 2018.

In table 4.7 above concerning technological changes and entrepreneurial performance. A high response rate of 40(57.2%) agreement was reported to statement 9 which stipulates that increase in production of goods and services are enhanced by technological development. Statement 10 posits that technological improvement strengthen competitive advantage, as 40(57.2%) agreed, 20(28.6%) were uncertain while 10(14.28%) totally disagreed.

A high response rate of 40(57.2%) agreement was recorded to the statement stating that profit target is influenced by technological application. However, 10(14.3%) were uncertain 20(28.6%) totally disagreed in statement 11.

In statement 12 it was agreed by 35(49.2%) of the respondents that survival and growth of organization is ensured by technological application, 20(28.6%) were uncertain 15(21.7%) totally disagreed.

**RESEARCH QUESTION FOUR:** To what extent do cultural factors influence entrepreneurial productivity?

**TABLE 4.8: Cultural Factors and Entrepreneurial Productivity**

S/N	STATEMENT	SA		A		U		D		SD	
		No	%	No	%	No	%	No	%	No	%
13	Responsiveness of firms to the tradition of people would enhance	30	42.9	10	14.3	5	7.14	15	21.4	10	14.3
14	Consideration of belief of individuals before deployment of processes would	10	14.3	30	42.9	15	21.4	5	7.14	10	14.3

	ensure entrepreneurial success.										
15	Meeting consumer needs and wants with cognizance of customers would ensure organizational productivity	40	57.1	10	14.3	5	7.14	10	14.3	5	7.14
16	Norm is a major factor of organizational success.	20	28.6	25	35.7	5	7.14	10	14.3	10	14.3

Source: field survey, 2018.

The table 4.8 above concerning cultural factors and entrepreneurial productivity. Statement 13 indicates a high response rate of 40(57.2%) agreement, positing that the responsiveness of firms to the tradition of people would enhance organizational performance, 5(7.14%) were uncertain, while 25(35.7%) disagreed. Statement 14 stipulates that the consideration of belief of individuals before deployment of processes would ensure entrepreneurial success as agreed by 40(57.9%), 15(21.40%) of respondents were' both uncertain and totally disagreed.

A high response rate of 50(71.4%) was recorded stating that meeting customers' needs and wants with cognizance of customs would ensure organizational productivity.. However, 5(7.14%) were uncertain, 15(21.4%) disagreed in statement 15. Statement 16

posits that norm is a major factor of organizational success. It was however agreed by 45(64.5%), disagreed by 20(28.6%) and 5(7.15%) were uncertain.

### 4.3 Test of Hypotheses

The z-test statistical technique was used in testing the hypotheses.

#### Decision rule

If the Z-test calculated is greater than the critical, reject the null hypotheses and accept the alternative hypotheses.

#### HYPOTHESIS ONE:

**H<sub>01</sub>:** There is no significant relationship between economic factors and organizational effectiveness

**Table 4.9: Z-test of significance for hypothesis one**

Categories	N	$\bar{X}$	std	df	z-cal	z-crit	Remark
Staff	50	4.15	0.85	78	4.31	1.96	Significant
Entrepreneurs	30	3.20	0.76				

*P = (0.05) level of significance*

Source: field survey, 2018.

Table 4.9 above shows the result of the analysis of the first hypothesis which stated that there is no significant relationship between economic factors and organizational effectiveness. The above result of the analysis reported that the z-calculated (4.31) obtained is greater than the z-critical (1.96) at  $P < 0.05$  level of significance. This implies that there is a positive relationship between economic factors and organizational effectiveness. Thus the null hypothesis is rejected and the alternate accepted.

## HYPOTHESIS TWO

**H<sub>02</sub>:** Social factors have no significant relationship with entrepreneurial innovativeness.

**Table 4.10: z-test of significance for hypothesis Two**

Categories	N	$\bar{X}$	Std	df	z-cal	z-crit	Remark
Staff	50	4.18	0.87	78	5.71	1.96	Significant
Entrepreneurs	30	3.19	0.75				

*P = (0.05) level of significance*

Source: field survey, 2018.

Table 4.8 above shows the result of the second hypothesis which states that Social factors has no significant relationship with entrepreneurial innovativeness. The result of the analysis reported that the z-calculated (5.71) obtained is greater than the z-critical (1.96) at (P = 0.05) level of significance. That suggests that social has significant relationship with entrepreneurial innovativeness. Thus the null hypothesis is rejected and the alternate accepted.

## HYPOTHESIS THREE

**H<sub>03</sub>:** There is no significant relationship between technological changes and entrepreneurial performance.

**Table 4.11: z-test of significance for hypothesis Three**

Categories	N	$\bar{X}$	Std	df	z-cal	z-crit	Remark
Staff	50	0.87	0.72	78	5.65	1.96	Significant
Entrepreneurs	30	3.96	0.9				

*P = (0.05) level of significance*

Source: field survey, 2018.

Table 4.8 above shows the result of the analysis of the third hypothesis which started that there is no significant relationship between technological changes and entrepreneurial performance. The result of the analysis reported that the z-calculated (5.65) obtained is greater than the z-critical (1.96) at (P = 0.05) level of significance. This suggests that there is significant relationship between technological factors and entrepreneurial performance. Thus the null hypothesis is rejected and the alternate accepted.

**HYPOTHESIS FOUR:**

**H<sub>04</sub>:** There is no relationship between cultural factors and entrepreneurial productivity.

**Table 412: z-test of significance for hypothesis four**

Categories	N	$\bar{X}$	Std	df	z-cal	z-crit	Remark
Staff	50	0.00	0.72	78	3.41	1.96	Significant
Entrepreneurs	30	3.42	0.71				

*P = (0.05) level of significance*

Source: field survey, 2018.

Table 4.10 above shows the results of the analysis of the fourth hypothesis which states that there is no relationship between cultural factors and entrepreneurial productivity. The result of the analysis reported that the z-calculated (3.41) obtained is greater than the z-critical (1.96) at P = (0.05) level of significance. That implies that there is a significant relationship between cultural factors and entrepreneurial productivity. Thus the null hypothesis is rejected and the alternative accepted.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary of Findings

In accordance with the data analysis in chapter four and the review of literature in chapter two, the following discussion of findings of this study is presented below:

The study discovered that there is a significant relationship between economic factors and organizational effectiveness. This is in accordance with Eligido (1996) assertion, that organizations should anticipate periodic swing and shifts caused by various economic factors and should have machinery in place to cushion the effect as they (economic factor) can dictate the pace of productivity and performance of organization.

The study also revealed based on the analysis of the z-test of significance for the second hypothesis that there is a significant relationship between social factors and innovativeness. This also is in line with Muntunde (2008) assertion, which highlighted that the need of innovation should be applied to meeting the ever changing consumer with cognizance of the socio-cultural variables.

The result of the analysis of the z-test in the third hypothesis shows that there is a significant relationship between technological change and entrepreneurial performance. This is in accordance with Ihunweze (2007) assertion that technology ensures survival and growth of organization. Thus implying that changes in technological improves entrepreneurial performance.

Finally, the study shows that there is a significant relationship between cultural factors and entrepreneurial productivity. This however, is in line with Akentunde (2008) statement that the responsiveness of managers to people's norms, ideas and belief would increase production capacity.

## **5.2 Conclusion**

Good planning and decision making in a turbulent environment requires greater deal of manager's personal characteristics rather than ability to speculate the environmental factors. From the analyzed data, it is however concluded that:

Economic factors to a large extent, if properly managed affect and promote organizational effectiveness.

Social factors facilitate innovativeness, as consideration of customers purchasing ability, status and perception is duly considered before product is developed.

Technological changes to a high degree improves entrepreneurial performance as profit target is attainable by deploying and adapting to relevant technology, which ensures the survival and growth of the firm.

Cultural factors to a large extent dictate entrepreneurial productivity as the responsiveness of firms to the tradition, beliefs, norms and culture greatly influences entrepreneurial/organizational productivity.

## **5.3 Recommendations**

The environment is very dynamic, it dictates the operational processes of firms, industries and establishments. Managers and executives should be equipped with updated facts i.e. research on environmental variables to be able to handle the various variables/factors posed by changes in preference, technology, law etc.

Firms should endeavour to be market oriented in order to provide improved quality of products. Towards curbing the preference of imported items and as well please customers.

Management and entrepreneurs alike should reduce the amount of intermediaries which act as middlemen, which stifle the products and creates undue inflationary tendencies, to increase patronage.

Organization should devise proper means to minimize pollution in the environment. They should manage this pollutant, i.e. bury the waste in ditches or carbon emissions and relocate the generators to the less congested places to cushion the noise produced.

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## **APPENDIX**

Department of Business Administration

Faculty of Administration

Nasarawa State University, Keffi

Dear Respondents,

### **Request for the Completion of Research Questionnaire**

I am a final year student in the department of Business Administration and, Faculty of Administration, Nasarawa State University, Keffi. I am conducting research on the Effect of Environmental Factors on Entrepreneurial Productivity as part of academic exercise.

I will appreciate if you kindly respond objectively to the sets of questions contained in this questionnaire. This is purely an academic exercise and whatever may be your views will be treated with confidence.

Thanks for your time and assistance on this research.

Yours faithfully,

---

**(Researcher)**

**Instructions:** The questions in the sub-section of this questionnaire are designed to elicit information about environmental factor in relation to those elements that have potentials for measuring entrepreneurial productivity.

Please answer by ticking (“J) in the number (option) following scale

- SA - Strongly Agree 5
- A - Agree 4
- U - Undecided 3
- D - Disagree 2
- SD - Strongly Disagree 1

**QUESTIONNAIRE**

- (1) Does economical variance promote organizational effectiveness?
- (2) Does social variables facilitate innovativeness?
- (3) What degree does technological changes improve entrepreneurial performance?

S/N	STATEMENT	SA		A		U		D		SD	
1.	Profitability is enhanced by improved level of demand										
2.	Improved general state of the economy is a constituting factor to organizational performance.										
3.	Availability of funds is an integral factor that										

	facilitates improved productivity.										
4.	Promotion of subsidies by government encourages entrepreneurial initiatives										
<b>S/N</b>	<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>					
5.	Developing products with cognizance of purchasing ability enhances organizational profitability										
6.	Performance of organization is improved when product is developed with consideration of family size.										
7.	Consideration of beliefs of individual would improve relation of organization and										
8.	Responsiveness of perception of society										

	would enhance productivity of the organization.									
<b>S/N</b>	<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>				
9	Increase in production of goods and services is enhanced by technological advancement.									
10	Technological improvement strengthens competitive advantage									
11	Profit target is influenced by technological application.									
12	Survival and growth of organization is ensured by technological application.									
<b>S/N</b>	<b>STATEMENT</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>				
13	Responsiveness of firms to the tradition of people would enhance									
14	Consideration of belief of individuals before									

	deployment of processes would ensure entrepreneurial success.										
15	Meeting consumer needs and wants with cognizance of customers would ensure organizational productivity										
16	Norm is a major factor of organizational success.										