

**EFFECT OF ENTREPRENEURIAL BEHAVIOR AND THE SURVIVAL OF SMALL
SCALE BUSINESS ENTERPRISES IN KWARA STATE
A CASE STUDY OF SELECTED SMALL SCALE BUSINESS IN ILORIN WEST LOCAL
GOVERNMENT**

BY

**ABDULRASAQ MARIAM ARAMIDE
ND/23/BAM/FT/0063**

**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
ADMINISTRATION AND MANAGEMENT,
INSTITUTE OF FINANCE AND MANAGEMENT STUDIES,
KWARA STATE POLYTECHNIC, ILORIN**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
NATIONAL DIPLOMA (ND) IN
BUSINESS ADMINISTRATION AND MANAGEMENT**

JULY, 2025

CERTIFICATION

This project has been read and approved by the undersigned on behalf of the Department of Business Administration, Institute of Finance and Management Studies as meeting the requirement for the award of (ND) National Diploma in Business Administration.

.....
MR. OBAFEMI A.
(Project Supervisor)

.....
DATE

.....
MR ALIYU B.U
(Project Coordinator)

.....
DATE

.....
MR ALAKOSO, I.K
(Head of Department)

.....
DATE

.....
(External Examiner)

.....
DATE

DEDICATION

This research is dedicated to the ancient of days, the author and finisher, the giver of knowledge, for the grace given to me to carry out this work successfully and also dedicated this to my lovely parents.

ACKNOWLEDGEMENT

My profound gratitude goes to my creator, give thanks to the most high God for his guidance and protection for sparing my life up to this moment and put me through in all my academics years both OND programs and HND programs. Also my gratitude goes to my parent **MR AND MRS. ABDULRASAQ** for their moral, spiritual and financial support n my education, most especially my Mom thank you so much.

Also, my gratitude goes to my project supervisor **MR OBAFEMI A.** for his fullest support, patient, understanding and technical advice he gave to the competition and collection of my project. May God Almighty uphold you and your family. Also, my gratitude goes to my entire lecturer who taught me throughout my program, May God Almighty be with you all.

I also have Joy in me to appreciate all my sister **ZAINAB ABDULRASAQ, MORUFAT ADEBAYO**, for their parental guidance and love they showed me over the years, Thank u so much I can no thank you enough. I really appreciate for being part of the journey so far. God almighty will be with you all.

Finally to my immediate family and friends just to mention but few **SHAKIRAH, RAHMAT** who has one way or the other contributed to this success, to those who want to do but there is no power and to all that deserve it. I say a big thanks to you all. I offer my deep appreciation.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Over the years, the business world has experienced a sprout of successful and unsuccessful entrepreneurs. Consequently, it has been identified that the success of an entrepreneur is mostly dependent on his characteristics. Entrepreneurship is not an easy vocation, and it does not always guarantee a 100% success. There are several critical factors that must be in place to enable entrepreneurs achieve a measure of success. Entrepreneurial behavior for both developing and developed countries, small and medium scale firms play important roles in the process of industrialization and economic growth. Apart from increasing per capita income and output, business organizations create employment opportunities, enhance regional economic balance through industrial dispersal and generally promote effective resource utilization considered critical to engineering economic development and growth. Entrepreneurial behaviors are the personal traits of the Entrepreneur. Foremost of the entrepreneurial behavior are the entrepreneur's demographic factors such as educational background, age and experiences which enhances the entrepreneurial competencies (Malach & Kristova, 2017; Subrahmanya, 2018) to aid a successful venture.

Thus, Small and Medium Enterprises (SMEs) play an significant role in any economy through generation of employment, contributing to the growth of GDP, embarking on innovations and stimulating various other economic activities. These SMEs are said to be the backbone of all developed and developing nations. This is even more important to developing countries where poverty and unemployment are the persisting problems in these economies. Having understood this fact, successive governments in Sri Lanka have taken various steps, from time to time, to promote the SMEs through the growth path. SMEs provide various service, professional practices and merchandisers filling immediate needs of their customers and clients, so small business contribute to the high quality of life that we enjoy. Small business enterprises have been identified as an important strategic sector for promoting growth & social development of Sri Lanka. Over the years, small businesses have gained wide recognition as a major source of employment, income generation, poverty alleviation

& regional development. The small business enterprises cover broad areas of economic activities such as manufacturing, service, trading, professional services and others. SMEs are usually associated with little capital outlay, minimal fixed assets, highly localized in the area of operation, and often with unsophisticated management structure (Ebitu, Basil and Ufot, 2021).

These factors which form the character and behaviour of the entrepreneur are crucial internal capacities that impact on firm performance (Dubey, 2020; Zoysa & Herath, 2019). Thus an enterprise reflects the characteristics of the entrepreneur whose commitment and vision are central to firm performance. The entrepreneur combines both tangible and intangible resources into a business organization (Gómez, 2022). Erikson (2019) observed that characteristics of the entrepreneur are determinants of firm performance. Essentially, firm performance is determined by the attributes of the entrepreneur driving the process.

Enterprises must develop strategies (Dobbs & Hamilton, 2019). First step of entrepreneurial process is starting a small business. Here entrepreneurs incubate ideas, gather resources, take individual risks and they make effort to success their venture. Innovation and creativity helps to success this start up stage. As the owner-and the originator of the business, entrepreneur plays all managerial roles and he who starts small learns from the experience. Entrepreneurship is the core of economic development. It is a multi-dimensional task and essentially a creative activity. Now not only men, women also have been recognized as successful entrepreneurs as they have qualities desirable and relevant for entrepreneurship development. As the owner and originator of the business, entrepreneur plays all managerial roles and he who starts small business learns from the experience. Entrepreneurial behavior have a bigger influence on the growth and survival of SMEs (Bannock, 2022).

It is alleged that if business owners and managers are good at managing their businesses, then they will do extremely well in terms of ensuring the continuous survival of their businesses. Therefore, for entrepreneurs to survive and succeed in their business operations, it is pertinent that its owners or managers possess certain entrepreneurial behavior and carry out specific business practices. In this regards, business firms deserve much more attention, especially with regards to the entrepreneurial behavior and the business practices of the entrepreneur, which are often developed as part of the entrepreneur's personal life strategies.

These business practices and personal life strategies are used as a means of earning a living, which in turn is largely influenced by the entrepreneur's personality characteristics. As it has been known that entrepreneurial behavior can influence both the type of firms to be created and the manner in which they are managed. This study seeks to determine the effect of entrepreneurial behavior on the survival of small scale business enterprises by identifying which key entrepreneurial behavior and business practices that entrepreneurs possess, that would influence the survival and sustainability of business. This knowledge will enable entrepreneurs to understand and focus on implementing the key business practices and adopting the key entrepreneurial behavior that can lead their businesses to long-term survival. Achieving this will contribute to the reduction of the high business failure rates and increase business long-term survival.

1.2 Statement of Problem

Given the poor survival rate and attitude of SMEs towards marketing as well as the total neglect of the sector, researches carried out in Nigeria and beyond have started to consider how the existence of SME's can be sustained using entrepreneurial marketing (EM) models. In this pursuit, majority of the previous studies adopted Morris, Schendehutte & Laforge (2019) seven dimensional model of EM because of the amplification or elaborate way of operationalizing the key construct (Olaniyan et al. 2017). Therefore, a new and integrative EM model developed by Nwankwo & Kanyangale (2019) had adapted some basic components of Morris et al. (2019) EM model to address the many challenges that have resulted to the failure of many SMEs in developing countries, particularly in Nigeria.

Thus, ineffectiveness of entrepreneurial behavior has led to poor business performances in an organization. In lieu to this, launching into a business venture without having the basic trade instinct or the characteristics of an entrepreneur is suicidal. This is so because such an enterprise cannot stand on the test of time. For instance, an individual who goes into business initially must face difficulty before the business break-even. However, people who do not have trait of an entrepreneur would not be patient enough to nurture a business to a profit-making stage. This is the reason why so many small and medium scale businesses fail. The inability to effectively exhibit a basic trade instinct as well as lack of motivation, goals, and talent for venture creation sequel to the absence of entrepreneurial behavior in most business

proprietor impedes the performance of business enterprise in no small way. As such, the subject matter of this research becomes an empirical issue worthy of investigation.

1.3 Research Questions

- i To what extent is the effect of risk taking on the sustainability of selected small scale business in Kwara State?
- ii How does innovativeness affect the sustainability of selected small scale business in Kwara State?
- iii To what level is the impact of risk taking on the Survival of Business of Selected small scale business in Kwara State?
- iv To what extent does innovativeness affect the Survival of Business of Selected small scale business in Kwara State?

1.4 Objective of the Study

The study examines the effect of entrepreneurial behavior on business performance, a case study of Selected small scale business in Kwara State in Ilorin West Local Government. The objectives include to:

- i To measure the effect of risk taking on the sustainability of selected small scale business in Kwara State.
- ii To determine the effect of innovativeness on the sustainability of selected small scale business in Kwara State.
- iii To examine if risk taking has a direct impact on the Survival of Business of Selected small scale business in Kwara State.
- iv To determine the significant impact of innovativeness towards the Survival of Business of Selected small scale business in Kwara State.

1.5 Research Hypotheses

Ho₁: There is no significant effect of risk taking on the sustainability of selected small scale business.

Ho₂: Innovativeness does not have any effect on the sustainability of selected small scale business.

Ho₃: There is no significant effect of risk taking on the survival of Business of Selected small scale business.

Ho4: Innovativeness ability does not have any effect on the Survival of Business of Selected small scale business.

1.6 Significance of the Study

The study benefited to entrepreneurship development in selected small scale business in Kwara State and also government can utilize the findings of the research as a basis for policy formulation as regard entrepreneurship development. The study also contributed to the existing knowledge on entrepreneurship characteristics. It is also worthy to note that the study can be use as a basis for further research, as the research can be use as a spring board for further research as well as a good reference material to students undertaking similar research.

1.7 Scope of the Study

The focus of the study is selected small scale business in Kwara State. The emphasis of the study is on entrepreneurial behavior on survival of small scales business using Selected small scale business in Kwara State as a case study this study covered from 2021-2025 of the selected small scale business in Kwara State in Ilorin East-Local Government Area.

1.8 Definition of Terms

Entrepreneurship: is an innovative act, which includes endowing existing resources for new wealth – producing capacity

Entrepreneur: An individual that identifies develops and brings vision to life under condition of risk and a considerable uncertainty

Entrepreneurial Characteristic: These are traits that make an individual an entrepreneur

Efficiency: it is the state or quality of being able to accomplish a task with the least waste of time and effort, competency in performance.

Effectiveness: The degrees to which objectives and goals are achieved and the extent to which targeted problems are solved.

Business Performance: The success or failure of an enterprise

Risk Taking: the act of doing something that involves danger in order to achieve a goal.

Sustainability- It refers to an organization's activities typically voluntary that demonstrate the inclusion of social and environmental concerns in business operations and in interactions with stakeholders.

Market Share: - The portion of a market controlled by a particular company or product

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines previous literature related to the effect of entrepreneurship characteristics on business performance in selected small scale business in Kwara State in Ilorin East Local Government. It reviews the past studies that help the researcher to understand and identify the problem being studied more appropriately. This chapter also explains empirical review i.e past research on entrepreneurship characteristics and gaps in literature.

2.1 Conceptual Review

A review of the relevance of entrepreneurial behavior on the survival of small scale business enterprises

2.1.1 Entrepreneurship

There are different views on the concept of entrepreneurship or entrepreneurs, depending on various perspectives. Some of these perspectives are based on language, other on personal characteristics, and some others depend on the organizational aspects, each of which has its own legitimacy. From the linguistic aspect, the phrase entrepreneur derives from the French words *entre*, which means “between,” and *prendre*, which means “to take.” The word was used to point to individuals who “take on the risk” and mediate between dealers or who “undertake” the responsibility of starting a new business (Barringer & Ireland, 2016).

The personal characteristics approach considers entrepreneurship to be an individual or a characteristic of a particular person who has the ability to take the risk in part or in full. The roots of this concept are related to the psychological interpretation of individuals in different positions and roles (Hussain, 2020). The important part of this interpretation is to identify and define the pattern of behavior that distinguishes one individual from another in a spatial and temporal circumstance that indicates the type of response to a particular situation that may be very critical.

The third approach takes a posture that entrepreneurship depends on the organizational dimension of the firm. Aspects like certainty, trust, creativity, the need to hedge for failure, and to reduce environmental ambiguity and diversity, which represent

parameters or a part of critical success factors associated with the implementation of a particular strategy, taking into account the economic interpretation of entrepreneurship. In light of the foregoing, and regardless of the differences found in the definitions of entrepreneurship, there are some definitions that may be generally accepted (Al-Najjar and Al-Ali, 2022). Thus entrepreneurship is regarded as the process of creating something new with value through effort, capital spending, time allocation and risk tolerance.

More recent definitions that found general acceptance by the academicians and researchers are given by Hatten, (2016), who states that “Entrepreneurship is the process of identifying opportunities for which marketable needs exist and assuming the risk of creating an organization to satisfy them”. Barringer & Ireland, (2016) define “entrepreneurship as the process by which individuals pursue opportunities without regard to resources they currently control” (Barringer & Ireland, 2016). On the other hand, Longenecker (2017) defined the entrepreneur as “the person who relentlessly pursues an opportunity, in either a new or an existing enterprise, to create value while assuming both the risk and the reward for her or his efforts” (Longenecker, Petty, Palich, & Hoy, 2017). Based on this, and in the context of current study, the researchers summarize the procedural definition of entrepreneurship, in line with Al Nashmi 2017, as a set of personal characteristics that enable the individual to seize opportunities and take the risk to create successful projects that generate wealth. Starting a successful business is not easy, as most of the decisions to establish and operate a business are individual decisions related to the entrepreneur alone. This reveals the importance of studying entrepreneurial behavior for those who are interested in the studies of the entrepreneurship and entrepreneurs.

Entrepreneurship is a connection between competences and practical use of resources. As a result, entrepreneurship education content simply conveys entrepreneurial competencies (Fiet, 2020; Gibb, 2019). Young (1997) had stated that entrepreneurial education employ active learning that exercises entrepreneurial competencies in practical application. Audretsch (2019) argues that entrepreneurship is about change and change process, just as entrepreneurs are agents of change. This view is supported by OECD (2020), which sees entrepreneurs as agents of change and growth in a market economy, and that entrepreneurs act to accelerate the generation, dissemination and application of innovative ideas.

Ogundele (2018) identified Drucker 1985's, perception of entrepreneurship as perceptiveness to change and describe the entrepreneur as one, who always searches for change, responds to and exploits it as an opportunity. Drucker noted that entrepreneurship is practice behaviour. It is a discipline and like any discipline, it can be learned. Etuk and Mbat (2020) also share the same perception, he further describe entrepreneurship as a process through which individuals and/or government either on their own or jointly exploit viable business and economic opportunities in their environment taking the associated risks, obtaining and managing the resources needed to exploit those opportunities.

Similarly to the view of Drucker, Raimi and Towobola (2019) identified Hill and McGowan 2019 opinion that, entrepreneurship is seen as a process which involves the effort of an individual(s) in identifying viable business opportunities in an environment. Aina and Salako (2018) shared the view and further described entrepreneurship as the willingness and ability of an individual to seek out investment opportunities and take advantage of scarce resources to exploits the opportunities profitably.

Contrarily to the Drucker's perception of entrepreneurship is Emmanuel et al (2018) who shared Joseph Schumpeter 1984 creative destruction view, and defined entrepreneurship as the process of creating something new with values and replacing the old way of doing things with new ways, by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks, and receiving the resulting rewards of monetary and personal satisfaction and independence. Similarly, Timmons and Spinelli (2020) also viewed entrepreneurship as the function of being creative and responsive within and to the environment. He emphasized that entrepreneurship activity is a destabilizing force, which starts the process of "creative destruction" which is the essence of economic development.

Ogundele (2020- 2022) defined entrepreneurship as the processes of emergence, behaviour and performance of entrepreneurs. He further stated that a focus on entrepreneurship is a focus on the processes involved in the initiation of a new organization, the behavior of such organization and its performance in terms of profits made.

2.1.2 Entrepreneurial Characteristics

Li and Jia (2020) said entrepreneurship has becoming a popular term currently, they opined that not all of entrepreneurs can succeed in entrepreneurial business. They need

specific characteristics to enable them to success. Entrepreneur characteristics extensively studied, with mixed results on his impact on small business result (Bouazza, 2020). Entrepreneurs' characteristics: They are personal traits and skills which constitute competency of the entrepreneur which needed to venture success. In this study, the researcher will capitalize on the most important entrepreneurs' characteristics that have been used by many researchers as will be showed in the coming subsections.

Kaufmann and Dant (2020) distinguished three models that are used to study entrepreneurship. These models are: trait, process and activities. The trait model represents an important contribution to the entrepreneurship literature. Many researches have been conducted to analyze personality traits of entrepreneurs. For example, in the study, by Sulatn, (2016), locus of control, self-confidence, the need for achievement, risk taking, and independence are taken as determinants of entrepreneurship. In study by Holienka, (2020), on the other hand, locus of control, the need for achievement, risk taking, independence and innovativeness have been used as determinants entrepreneurial behavior of students. Other authors list more than 18 personality traits and characteristics commonly associated with entrepreneurs. "Although no one is "born" to be an entrepreneur, there are common traits and characteristics of successful entrepreneurs" (Barringer & Ireland, 2016). They add other characteristics such as, persuasive, self-confident, self-starter, tenacious, and visionary, stating that these characteristics are developed over time and evolve from an individual's social context. It is clear from the previous presentation that the behavioral practices and personality traits carried by the entrepreneur will support his success and help the success of his project. More entrepreneurship characteristics, the presentation reveals the absence of a specific list of the entrepreneurial behavior that can be used to measure the human personality to determine the availability of these qualities it has. The results of many studies show different and differentiated characteristics of the entrepreneurs, so it is difficult to develop a complete and specific picture of the characteristics and behavior of the entrepreneurs. However, an entrepreneur remains the key to determining the characteristics and behaviors that distinguish him/her from others. In addition to the current characteristics and practices that the researchers have focused on, other new characteristics may be developed based on

new researches in this area (Al-Sheikh, Melham, & Al-Cakelike, 2020). The different characteristics of an entrepreneur are;

2.1.2.1 Risk Taking

Risk-taking has always been the principal feature of an entrepreneur (Cantillon, 2020) and part of early entrepreneurship literature. The principal element that separates entrepreneurs from employees is the risk and uncertainty associated with self-employment (Cantillon2018). While Lumpkin and Dess (2020) argue that risk-taking involves firms taking calculated business opportunities when the outcome of the risk cannot be determined immediately. Similarly Wiklund and Shepherd (2018) suggest that risk-taking orientation is the willingness of an entrepreneurial firm to invest resources in a venture or project where the outcome may be highly uncertain or unknown. Lumpkin and Dess (2022) submit that firms invest substantial funds in ventures with the intent of utilising environmental opportunities and realising higher returns. A non-entrepreneurial firm innovates very little, is highly risk averse, and imitate competitors (Miller, 2019). Positive risk-taking often leads to entrepreneurial success.

This explains why firms with risk-taking orientation seize market opportunities, obtain higher returns on investment, and make lucrative marketing deals (Lumpkin &Dess, 2018). Entrepreneurship scholars submit that firms with a higher risk-taking performance relationship are often attracted to investing in viable ventures with the sole aim of improving performance (Avlonitis. &Salavou, 2019; Lumpkin &Dess, 2020&Miller2020). A good entrepreneur is more than self-employed, he/she must be calculative and possess risk-taking behaviour in all aspects of business. Miller, (2018) and Lumpkin and Dess (2022) suggest that the content of risk-taking includes opportunity capitalisation, resource commitment, calculative expectation on returns and uncertainty. Baird and Thomas (2022) propose three types of risk-taking for an entrepreneurial organisation: The first is the risk associated with obtaining a heavy loan to fund a project. When firms borrow heavily, it places intense financial pressure on the firm and erodes their profitability and performance. Sometimes borrowing heavily and an inability to repay may lead to dilution of the entrepreneur's equity in the venture, managerial changes made by the lending party, and change in structure or downsizing of employees or other associated preferred solutions. However, this type of risk is

commonly associated with big businesses and/or corporate institutions. The second type of risk-taking is the risk associated with excessive commitment of resources into a particular project or investment. Both small-business and corporate entrepreneurship are involved in this type of risk. It is possible for a firm to start with little funds for a particular project and as it continues, more funds continue to be committed if the expected result has not been attained. Risk is enhanced at the level of continuous resource commitment. The third classification by the authors is the risk of venturing into the unknown. This is common among firms who commit resources to research aimed at a positive result; if the result is negative, the amount invested goes down the drain, leading to a loss. Development of new products, prospecting for crude oil, and technological/operational processes are typical of this type of risk-taking, especially when market size is not considered before embarking on the change.

2.1.2.2 Competitive Aggressiveness

Competitive aggressiveness is the intensity of a firm's efforts to outperform industry rivals (Lumpkin & Dess, 2020). It involves taking an offensive stance at overcoming threatening competitors in order to control larger market shares. Sometimes it involves head-to-head confrontations or willingly being unconventional from traditional forms of competition. An aggressive firm stepping in and taking over markets might result in product price cuts (Lyon, Lumpkin, & Dess, 2020) and securing easy access to rival based markets (Rauch, Wiklund, and Frese, 2020). The aggressive marketing of product/services and the improvement of product/service qualities are often embarked upon to stifle competitors out of the market. The survival and success of new entrants in the industry depend on a firm's aggressive behavioural stance and intense competition (McMillan, 2022). There are three possible ways for firms to aggressively compete. Firms can compete by doing it differently, redefining the product and or market, and outspending the industry leader with the aim of becoming the industry leader (Porter & Miller, 2018). Firms with competitive aggressive orientation often possess the capabilities to revise the rules of competition, redefine industry boundaries through entry advantage, and improve market position. These actions enable such firms to acquire a substantial share of the market, outperform competitors, and increase earnings.

2.1.2.3 Autonomy

Lumpkin and Dess (2021) consider autonomy as a major construct of entrepreneurship characteristics. It is described as the ability to make decisions and proceed with an action independently without restrictions from the organization. Autonomy reflects the strong desire of a person to have freedom in the development of an idea and its implementation within an organization (Lumpkin..et al., 2020). Autonomy is considered a major trait in entrepreneurship characteristics by Lumpkin and Dess (2020), hence the authors state, “Entrepreneurship has flourished because independently minded entrepreneurship characteristics elected to leave secure positions in order to promote novel ideas or venture into new markets, rather than allow organizational superiors and processes to inhibit them”. From the above, autonomy connotes the will and ability to be self-directed in the pursuit of environmental opportunities and the associated challenges. This enhances a firm’s ability to make quick and self-reliant decisions to provide the market with new products and services.

When a firm offers autonomy to its staff, it motivates its staff in a positive manner which may lead to higher firm performance. Firms cannot function entrepreneurially without giving autonomy to the staff (Coulthard, 2019). Employees in an entrepreneurial firm need greater autonomy and self-regulation to determine what actions are required, and when and how to execute them. Socialisation among employees helps build interaction to freely exchange personal and professional knowledge. It enhances internalization activities. Employees learn through autonomous operations that enrich their experiences and knowledge base in the organization. This translates to quicker decision making that enhances positive performance.

Two types of autonomy have been identified in the entrepreneurship literature: the autocratic mode and the generic mode. The autocratic mode refers to an entrepreneurial decision-making strategy that allows a strong leader to take decisive risky actions for an enterprise. This type of autonomy is often found in smaller enterprises and owners or managers of firms. The control, vision, and management of the enterprise are anchored on the personality of the owner/manager. Lumpkin and Dess (2020) and Miller (2022) submit that most firms with an autonomous orientation maintain a higher level of entrepreneurial activities which give them an edge over their competitors. The generic mode refers to the decentralization of expected actions among staff members of a firm. Ideas generated by

members of staff are passed through to management for consideration. This is most common in big firms where authority and responsibilities are decentralized and employees are allowed to make contributions in the decision-making process irrespective of status.

2.1.2.4 Pro-activeness

Pro-activeness refers to the process that anticipates and acts on future needs by “seeking new opportunities which may or may not be related to the present lines of operations, introduction of new products, and brands ahead of competition, strategically eliminating operations which are in the mature or declining stages of life cycle” (Venkatraman, 2018). Pro-activeness involves the identification and evaluation of new opportunities and the monitoring of marketing trends (Kropp. et al., 2018). In other words, proactiveness in entrepreneurship connotes firms acting in anticipation of future problems, needs, and/or change. At the embryonic stage of a firm’s growth, pro-activeness remains more critical in firm performance improvement (Coulthard, 2019; Hughes & Morgan, 2019).

Proactive firms are aware of and respond to market signals (Hughes & Morgan, 2019). A proactive firm is opportunity seeking, forward-looking, and willing to introduce new products and services ahead of other competitors (Rauch. et al., 2020). A firm with strong proactive tendencies tends to be able to anticipate changes in the the market and customer needs, forge a new market segment, and introduce new products and services ahead of competitors (Lumpkin & Dess, 2022). Proactive firms seek new opportunities which may or may not be related to the present line of operations and introduce new products and brands ahead of competition, strategically eliminating operations in the declining stages of the life circle (Venkatraman, 2020).

A proactive firm is expected to take the initiative and anticipate future problems, pursue new activities, introduce new products/services, and forge new markets. As a result, proactive firms become first movers and are rewarded with a marketplace position of competitive advantage with higher returns, distribution channels, and brand recognition. Previous studies have found a strong positive relationship between pro-activeness and performance (Lumpkin & Dess, 2022; Hughes & Morgan, 2019; Rauch, Wiklund & Frese, 2020).

2.1.2.5 Innovativeness

Rauch (2020) describe innovativeness as the firm's ability and attempt to engage in new ideas or to innovate and create processes that may result in new products. Covin and Miles (2020) agree that without innovativeness, entrepreneurship cannot exist and that innovativeness is a crucial part of entrepreneurship survival strategies. However, in his investigation, Coulthard (2019) concluded that innovativeness is not the most important dimension for entrepreneurship survival. Landstrom (2022) opined that creativity is the source of innovativeness, which leads to innovation of products, services, processes, markets, and technology. Innovativeness tends to support novelty in the creation of new products and services. By increasing commitment to innovate products and processes, firms can improve their operations in the market and improve their profitability. Innovative companies generally have a broader base of skills and knowledge which gives them an edge over their competitors.

Miller and Friesen (2020) developed two models on innovation relative to a firm's goal and the type of organization: the conservative and the entrepreneurial models. In the conservative model, a firm uses its innovative practice as a means of defence and retaliation against its competitors. This is done in an attempt to maintain or regain market position. The entrepreneurial model connotes a firm that consistently and aggressively pursues innovative practices internally which gives the organization an edge over its competitors.

Innovation can be achieved through administrative innovativeness, which refers to an effective and efficient management backed up by modern information systems, control techniques, and organizational structure. It can also be achieved through technological innovation which is associated with research and development resulting in the development of new products and processes. Firms with innovative thoughts are able to improve existing product and develop new products or processes resulting in new market creation (Peter Miles, 2020). Innovation is an essential component of entrepreneurship and any other components of entrepreneurship characteristics are a consequence of innovation (Covin& Miller 2020). The importance of innovation as a contributing variable to the measurement of entrepreneurship characteristics and performance is incontrovertible. A number of scholars have empirically

verified the importance of innovation and the positive relationship between innovation and firm performance (Covin& Miles, 2020; Rauch et al., 2020; Coulthard, 2019).

The above confirms that a firm deploying entrepreneurship characteristics is expected to develop skills to manage uncertainty, innovate to meet opportunities and threats, anticipate and predict the direction and nature of market change, tolerate risk, and offer autonomy to its staff. All these shape the firm's entrepreneurial capability to further improve business performance.

2.1.3 Business Performance

Business performance refers to the level of achievement or achievements of the company within a Certain time period. The company's performance is crucial in the development of the company. The company's goal to continue to exist, gain, and can thrive (growth) can be Achieved if the company has a good performance. Performance (performance) of companies can be seen from the level of sales, the level of profitability, return on capital, the level of turnover and market share were achieved (Amber, 2017). Performance measuring using measurement (Munizu, 2020) the which consists of 3 indicators: (1) Sales, sales are respondent's perceptions of the performance achieved by measuring the sales growth from year to year, (2) profits, profit is the perception of respondents the ability of the business to generate profits from time to time, (3) capital, capital is a respondent's perception of growth in venture capital from time to time.

Business performance can be perpetuated by empower any strategic asset which is distinctively companies and have capabilities to inhibit competitors (Amit and Shoemaker, 2018). Measurement of company performance which is based on success in market and product called as firm performance and product performance (Zhou. 2022) Wiklund, J & Shepherd D (2022) stated that performance can be seen from the company's sales, profitability, return on capital, turnover level and market share. According to Hilmi (2019), business performance can be measured by seven indicators: number of complaint, return on investment, financial performance, sales growth, productivity, customer satisfaction and employment satisfaction. Performance measurement can be divided into four phases: design, implementation, use and maintenance of a performance measurement system (Neely, 2019). Neely (2020) defines performance measurement as a process of measuring the efficiency and

effectiveness of action. Performance measurement can also be defined to measure the input, output, or the level of activity of an event or process (Radnor & Barnes, 2019).

Srinivasan, Woo and Cooper (2021) defines business performance as “the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it”. While survival means the business continues to operate as a self-sustaining activity, is effectual in achieving profitability, effective in attracting resources, and is tailored properly to the environment (Chrisman, 2020). A firm's performance is an important dependent variable in entrepreneurship research (Rauch, 2017). Organizational survival is an essential aspect of performance and a necessary condition for sustained business success (Kalleberg and Leicht, 2019). Also important to note is that non-survival is not necessarily a sign of business failure in every case and survival on the other hand is not necessarily a sign of business success over a certain period of time, but a vital success indicator (Bruderl and Preisendorfer, 2018).

Sarwoko (2020) studied about the entrepreneurial behavior and competencies as determinants of business performance in small and medium enterprises. Education, value of personal, experience in work, a support network of professional, psychological factors and attribute are some of the factors associated with the entrepreneurial behavior which are used to enhance the business growth. Combs, Crook, and Shook (2020) assert that survival should be conceptualized as an independent performance criterion. Alasadi and Abdelrahim (2017) on the other hand affirm that survival is a significant performance criterion for newly established enterprises that reflects successful business creation. Churchill and Lewis (cited in Young, 2021), recognizes survival as a major strategy of SMEs that continued until the business had a divisional management style. As such, business performance is constructed as two related first order constructs, that is, survival performance and growth performance. Survival performance is defined as a measure of development towards a set of financial goals linked to efficiency and profit dimensions of business performance. Growth performance on the other hand is defined as a firm's selection of internal capabilities and is correlated to financial and business volume (Chandler and Lyon, 2019).

According to a research conducted by LeBrasseur and Zinger (2020) it was discovered that business performance can be examined from two perspectives; survival and

the degree of success. Survival is seen as and refers to an absolute measure of business performance that depends on the ability of an enterprise to continue operating as a self-sustaining unit, while success is a relative measure of business performance. In trying to establish the impact of business performance of SMEs, this study principally focuses on entrepreneurial behavior directly correlates with business performance of SMEs.

2.1.3.1 Entrepreneurship Characteristics and Business Performance

The link between entrepreneur characteristics and business performance has received a lot of focus by studies. Studies (Erikson, 2018; Westerberg & Wincent, 2017) show that characteristics of an entrepreneur which include demographic factors, individual background, personal traits, entrepreneur orientation, and entrepreneur readiness play an important role in performance of small and medium enterprises (SMEs). These factors which form the character and behavior of the entrepreneur are crucial internal capacities that impact on firm performance (Schreckenberg, 2016).

It is clear that entrepreneur characteristics are many and diverse. The differences in opinion reflect the vitality and importance of entrepreneurship and its study. Characteristics are of several types, ranging from entrepreneurial, managerial, functional, integral, strategic and dynamic capabilities that could be used jointly to compile business capabilities that aim to improve organizational performance. Shane, Locke and Collins (2020) views locus of control as the extent to which individuals believe their actions or personal characteristics affects their outcomes. Based on the findings from previous research, the factors affecting performance of SMEs can be categorized into entrepreneur characteristics (Kristiansen, Furuholt, & Wahid, 2020), enterprise or firm characteristics (Kristiansen, Furuholt & Wahid; 2020), management and know-how (Swierczek & Ha, 2020), customers and markets (William, James, & Susan; 2020), resources and finance (Swierczek & Ha, 2020), and external environment (Indarti & Langenberg, 2020). According to Mascherpa (2021), the entrepreneurs' demographic profiles have a positive effect on the performance of SMEs. Moreover, Fairoz, Hirobuni, & Tanaka (2020) indicate that there exist positive correlations between entrepreneurial proactiveness and business performance.

Hornaday (2018) says the characteristics required are self-confidence and optimism, with considered risk, positive response to the challenge, adaptability, market knowledge,

independent thinking, knowledge, energy and perseverance, the need for achievement, a dynamic leader, responding to the proposals, initiative, patience, forward-looking vision and responding to criticism. Kotelnikov (2020) suggests initiative, creativity, risk-taking, and responsibility. Chell (2020) adds identification of opportunities, independence, self-efficiency, social leadership, intuition and vision of future potential. Fuad El Sheek et al (2020) suggest Initiative, risk taking, independence, innovation and creativity, self-confidence, planning, building relationships with others and take advantage of opportunities. In another study by Cragg & King (1988); Rutherford& Oswald (2020) small business performance was classified into three categories of antecedents; namely entrepreneur characteristics, firm characteristics and environmental characteristics. The entrepreneur characteristics covered age, education, managerial competence and industry experience. Charney & Libecap (2020) found that entrepreneurship education produces self-sufficient successful enterprising individuals. Furthermore, the study found that entrepreneurship education increases the likelihood of SMEs success. In a similar study by Sinha (2021), the effect of educational background on enterprise performance was analyzed and the study found that 72 percent of the successful entrepreneurs had a minimum level of technical qualification, whereas approximately 67 percent of the unsuccessful entrepreneurs did not have any technical educational qualification.

Kutzhanova et al (2020) examined an Entrepreneurial Development System located in the Appalachian region of USA and identified four main dimensions of skill:

Technical Skills:

Can be seen as those skills necessary to produce the business's product or service;

Managerial Skills:

The managerial skills are essential to the day-to-day management and administration of the company;

Entrepreneurial Skills –

Which involve recognizing economic opportunities and acting effectively on them;

Personal Maturity Skills –

Which include self-awareness, accountability, emotional skills, and creative skills. In examining the key skills required of entrepreneurs, O'Hara (2019) identified a number of key

elements which he believed featured prominently in entrepreneurship includes:- The ability to identify and exploit a business opportunity; The human creative effort of developing a business or building something of value; A willingness to undertake risk and lastly, competence to organize the necessary resources to respond to the opportunity.

2.2 Theoretical Review

Principles and statements that explain a phenomenon, facts and predictions that are universally tested and accepted represent a theory (Popper, 2020). Theories are tools that help to analytically explain and make predictions about a subject matter thus improving its understanding (Hawking, 2021).

2.2.1 Sociological Theories of Entrepreneurship

Entrepreneurial ventures are clearly social entities from the very beginning, because even solo ventures implicitly involve a choice not to share ownership with others in the founding process. How a venture begins and whether others are recruited to join the effort can have lasting consequences for its performance and survival. Enterprises can be formed as a result of teams. Three principles underlying team formation may be distinguished: choice on the basis of homophily, purposive choice, and choice constrained by context or opportunity structure (Ruef 2022). Homophily refers to the tendency of people to associate with others similar to themselves, such as choosing others on the basis of gender or ethnicity. Purposive choice reflects people's tendencies to choose others who possess valuable skills, such as education or experience. Finally, opportunity structures set a context within which the first two principles operate. Founders cannot choose someone whom they have not met or have no way to reach, such as a person who works in another organization or lives in another city (Ruef. 2022). Entrepreneurship has a psychological contract involving a give and take transactionary relationship in form of teamwork involving two or more individuals who jointly establish a business in which they have an equity (financial) interest. These individuals are present during the pre-start-up phase of the firm, before it actually begins making its goods or services available to the market." By this definition, a person must be involved from the beginning and also must have an equity stake in the venture to be considered a member of the team. Much of the literature is based on the assumption that teams are a deliberate choice of a lead entrepreneur or set of founders (Kamm et al. 2022:).

Bird (2020) postulate that there are psychological benefits derived from relationships between team members. Unlike a solo entrepreneur, who must bear the burden of making decisions and facing their consequences with no one else to blame, entrepreneurial teams spread the responsibility across individuals. Having to defend decisions to other individuals also having an equity stake in the venture can make team members more confident in their decisions. Francis and Sandberg (2022) noted that friendships “may hold teams together and stimulate heroic efforts during difficult times.” The Biological perspective of entrepreneurship involves a psychological satisfaction and differences in behaviors in their exhibited by different gender in their endeavors as entrepreneurs.

2.2.2 Schumpeter’s Innovation Theory

Schumpeter (2020) the pioneer of innovation, highlighted the importance of innovation to entrepreneurial development. Schumpeter (2018) describes the process of “creative destruction” this happens when market structures that are existing get disrupted when new goods are introduced and new services are offered, that transfers available resources from existing businesses to upcoming ones resulting to wealth creation through establishments of new firms. Accordingly, Schumpeter calls innovation the specific instrument of entrepreneurship, the means through which entrepreneurs use change to create a business opportunity by offering different products and providing different services. Schumpeter (2020) stressed the role of entrepreneurs as main agents carrying out creative destruction, and emphasized to the entrepreneurs the need to look with determination for the sources of innovation, and the characteristics that indicate opportunities for successful innovation as well as applying innovations successfully.

Schumpeterian vein of thinking has been carried forward by successive scholars and researchers (Drucker2022; Shane, Covered &Westhead, 2019). Drucker (2022) said that an entrepreneur is at all times looking for change, responding to the change and exploiting it as an opportunity by appealing to purposeful innovation. Lumpkin (2022) found out that the procedure of creative damage as started by an entrepreneur make innovation a significant achievement factor within EO. Moreover, the results of Westhead (2019), supports the connection between innovativeness and entrepreneurship. They found innovation to be key among the input motives to commence a business. Schumpeterian theory supports the fact

that technological development coming through innovations is propelled by businessmen pursuing profit. That is, each innovation creates new products and processes that provide the originator with a competitive edge in the market place over business rivals. It renders previous innovations obsolete and would be done the same in future by newer innovations. Osaze (2022), view pro-activity as setting one's goals and expectations and arriving at them as designed; a state of mind and the will, largely motivated by one's realization, to maintain a vision, to realize a mission, to achieve a difficult goal and to achieve a definite objective; as envisioning a future on the way to which one plans the strategic parameters for influencing, impacting and recreating the surroundings within which to work in line with that vision; a purpose to excel in one's own chosen ground; and to follow and achieve one's own goal largely defined by self. Entrepreneurial pro-activeness can also be seen as alertness of the business.

According to Barney (2018) entrepreneurial pro-activeness is the capability of the business to forecast where goods and services are not available or new ones have become valuable to consumers and where new procedures of industrialization not known to others has become viable. A proactive business focuses its future with regards to the present and the past, using its history to challenge its present and create its own proactive future (Osaze, 2018). Innovation is very important to entrepreneurship as it an element of economic growth in any country. In the view of Ling, (2018), nations with the largest economies can be linked with great devotion to innovation and research. Currie, (2018) found out that in an external situation that is ever changing, innovation and entrepreneurial conduct are processes that are holistic, energetic and essentially balanced to business sustainability and success.

2.2.3 The Discovery Theory of Entrepreneurship

This theory, also known as the Individual/Opportunity Nexus Theory, focuses on the existence of discovery and exploitation of opportunities and is grounded on three assumptions: "objectives and opportunities", "individuals are unique", and "entrepreneurs are risk-bearing" (Alvarez, 2018). Opportunities have an objective component and they exist whether or not they are recognized. They are derived from the attributes of the industries or markets within which an entrepreneur contemplates action. If an entrepreneur understands the attributes or structure of an industry, he or she will be able to anticipate the kinds of

opportunities present in that industry, for example, the primary opportunity in fragmented markets is consolidation in order to exploit economies of scale. The primary opportunity in mature industries is to refine products and undertake process innovation to improve quality and lower costs (Tote, 2020). Understanding entrepreneurial opportunities is, therefore, important because the characteristics of an opportunity influence the value they are likely to create.

Entrepreneurship requires differences in people and these differences manifest themselves in the ability to recognize opportunities (Shane, 2018). Individuals are alert to existing opportunities (Kirzner, 2022). Entrepreneurial alertness is an attitude of receptiveness of available but currently overlooked opportunities in a market (Kirzner, 2022). This assumption recognizes the entrepreneurial nature of human action taken and the human agent that is at all times spontaneously on the lookout for unnoticed market imperfections. The recognition of these market imperfections might inspire new activity (Alvarez & Barney, 2019). Entrepreneurial alertness is not a deliberate search, but is the constant scanning of the environment by the entrepreneur who notices market imperfections. The recognition of these imperfections is accompanied by a sense of 'surprise' of the imperfection that had not previously been recognized. The alert individuals are on the lookout for imperfectly distributed information about potentially mispriced resources that they may have access to before others. These opportunities exist independent of actors but the economic actor must act on the opportunity to earn profits.

Risk-bearing is a necessary part of the entrepreneurial process (Shane, 2018). “The individual/opportunity nexus assumes conditions of risk; the economic actor does not know with certainty whether the opportunity discovered will be successful; it has a probabilistic chance of being so.” Thus, the entrepreneurial process is about risk, not certainty. This theory relates to a number of the dimensions of entrepreneurial orientation – opportunity identification and development and entrepreneurial risk-taking.

Base on the different theories cited above, this research work will tend to implement the most relevant theory to this research study. The Schumpeter innovative theory will be adopted because this theory highlighted the importance of innovation to entrepreneurial development, since one of the major characteristics of an entrepreneur includes innovation

and this innovative process describes the process of creative destruction and this tends to occur when market structures that are existing get disrupted when new goods are introduced and new services are offered, that transfers available resources from existing businesses to upcoming ones resulting to wealth creation through establishments of new firms. And also another point from this theory is that entrepreneurs should be dynamic in nature because a static entrepreneur can't do anything but to stay glued with old creative idea. So by been creative and also applying the Schumpeter innovative idea, such entrepreneur is going by the principle and rules of entrepreneurship characteristics.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The chapter examined the research design and the research methodology that will be adopted in answering the research question and testing the research hypothesis impact of entrepreneurial behavior on business performance. The chapter also discussed on research philosophy, population of study, sample size determination, sampling techniques, source of data, research Instruments, validity of research instruments, reliability of the research Instruments and ethical consideration.

3.2 Research Design

This section provides a detailed outline on how the data collected in order to deliver valid, reliable and accurate results. This study adopts both qualitative and quantitative method, as to enable the researcher to describe and explain clearly, the phenomenon under study. Due to time constraint, the study also adopts the cross sectional time horizon as well as prospective reference period. It allows the researcher to view the current situation and predict the future. This research made use both primary and secondary data for the purpose of analysis.

3.3 Population of the Study

The population of the study consist of small scale business in Ilorin east. The management and staff was all considered necessary for the study in order to have adequate and relevant information on the impact of entrepreneurial behavior on business performance of small startup business. The population consist of 150 selected small scale business in Kwara States in Ilorin East.

3.4 Sample Size and Sampling Techniques

3.4.1 Sample Size

Since the population is a finite one, application of statistical formula becomes imperative in determining the sample size. To study the entire population is not usually feasible due to some hindering factors such as limited time frame, financial limitation, scarce resources and other holding back factors.

Using scientific measure in arriving at the sample size. The researcher adopts Yaro Yamani Formula:- Hence the formula entails a 95% confidence level at a point of 5% assumption

Taro Yamani Formula

$$n = \frac{N}{1 + \alpha^2 N}$$

When n = Sample Size

N = Population

α^2 = error tolerance

$$\begin{aligned} n &= \frac{150}{1 + (0.5^2) N} \\ n &= \frac{150}{1 + (0.0025) 150} \\ n &= \frac{150}{1 + 0.375} \\ n &= \frac{150}{1.375} = 109 \end{aligned}$$

3.4.2 Sampling Techniques

A survey instrument in the form of close-ended questionnaire was developed for the purpose of collecting the main data for the study. This study was conducted in Ilorin east local government area, and factors such as precision, population, size, time and cost constraints will be taken into consideration in selecting sample size.

A sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample.

3.5 Method of Data Collection

There are two main sources of data, primary and secondary sources of data. This study utilize primary source of data due to the nature of the research, this was done by distributing questionnaires to the entrepreneurs and a bit of personal interview by the researcher.

3.6 Instruments of Data Collection

This research is a qualitative and quantitative research. The core assumption of this form of inquiry is that the combination of both approaches provides more complete understanding of the research. The questionnaires close ended (structured) in order to restrain the respondents from derailing from expected results (Kothari, 2020). The structured questionnaires allows for coding and quantitative analysis. In designing the questionnaires, Likert scaling technique used from a 5 point (strongly agree) to 1point (strongly disagree). The researcher employed an interview method (open ended) especially for the management.

3.7 Method of Data Analysis

The data was analyzed using appropriate descriptive and inferential statistics. The descriptive statistics involved Summary Statistics while regression analysis technique and ANOVA were used as an inferential statistics. Other diagnostics test been carried out includes test for the significant of the estimated parameters using standard error test, T-test and probability test; test for significant of the fitted model using R- square and test for the goodness of fit of the model using F-test statistic.

3.8 Historical background of the Case Study

Ilorin West local government was created in 1991 from the old Ilorin Local Government Area with Headquarters at Oja-Oba. The Local Government area has four districts 4 wards. It has an area of 105 km² and a population of 364,666 at the 2006 census.

Ilorin West is a Local Government Area in Kwara State, Nigeria. Its headquarters are in the town of Wara Osin Area. It has an area of 105 km² and a population of 364,666 at the 2006 census.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter addressed the analysis of data gathered for the purpose of the study. Hence, it was divided into the following sections as; presentation of data, data analysis, test of hypotheses, interpretation of results and finally discussion of results.

Consequently, the total of 109 copies of questionnaire that was distributed among the Selected Startup Business in Ilorin East Local Government, 102 questionnaires amounting to 93% were correctly filled and returned, 6 of the questionnaire were either not returned or correctly filled amounting to 7%.

4.2 Data Presentation, Analysis and Interpretations

Questionnaire's Response Rate

Table 4.2.1 Questionnaire Response Rate

Questionnaire	Frequency	Percentage
Returned	102	93.0%
Not Returned / Wrongly Filled	6	7.0 %
Total	109	100%

Source: Researcher's Field Survey, 2025

The table 4.2.1 showed that the responses from the distributed copies of questionnaire was very encouraging, that is to say out of one hundred (109) copies of questionnaire administered and distributed among the Selected Startup Business in Ilorin East Local Government, one hundred and two (102) copies of questionnaire was correctly filled and returned to the researcher, this is recorded at approximately ninety-three percent (93.0%) success rate while the rest with (6%) copies of questionnaire was either not returned or properly filled which rendered it invalid for analysis. Hence, the copies of questionnaire collected was deductively analyzed and represented in tables, percentage, and simple linear regression was employed in hypotheses testing.

4.3 Presentation of Data

Table 4.3.1 Distribution table for Demographic of the Respondents

S/N	Factor	Factor Level	Frequency	Percentage %
1.	Gender	Male	40	39.3
		Female	62	60.7

		Total	102	100.00
2.	Age	21-30	37	35.9
		31-40	38	37.6
		41-50	19	18.5
		51 and above	8	7.8
		Total	102	100.00
3.	Marital Status	Single	70	69.0
		Married	31	31.0
		Total	102	100.00
4.	Educational Background	O'Level	40	38.3
		OND/NCE	39	38.4
		B.Sc./HND.	19	18.6
		Postgraduate	5	4.7
		Total	102	100.00
5.	Years of operation	0-2yeras	12	11.7
		2-5yeras	34	33.7
		6- 9years	43	43.8
		10years and above	13	12.7
		Total	102	100.00

Source: Researcher's Field Survey, 2025

Table 4.3.1 above presents the demographic questions of the respondents. Hence, the first section analyzed the gender of the respondents which states that 40 of the respondents representing 39.3% were Male and also 62 respondents representing 60.7% were female. This by implication means that there are statistically more Female respondents than their Male counterpart.

Furthermore, the distribution above shows that 37 of the respondents representing 35.9% falls in the age bracket of 21-30 years old, 38 of the respondents representing 37.6% are between 31-40 years. In addition, 19 respondents with 18.5% are between the ages of 41 - 50 years, while 8 of the respondents representing 7.8% are between the ages of 51years and above. This by implication means that the highest respondents are within the age bracket of 31-40 which constitute 37.6%.

Also, the table states that 70 of the respondents representing 69.0% are single, 31 of the respondents representing 31.0% are married. This implies that most of the respondents to the questionnaire are single with a percentage 69.0%

Additionally, the table shows that 40 of the respondents representing 38.3% have O'Level as their highest qualification, 39 of the respondents representing 38.4% have OND/NCE, 19 of the respondents representing 18.6% have B.Sc./HND as their highest qualification, 5 of the

respondents representing 4.7% has Postgraduate as their highest qualification. This means that most of the respondents to the questionnaire are O'Level holders with a percentage of 38.4%.

Also, the table indicates that employees who have spent 0-2years are 12 with 11.7%, while employees with 2-5years stay are 34 with 33.7 %, 43 of the startup business have spent 6-9years with a percentage of 43.8% lastly, startup business with 10years and above are 13 with a percentage of 12.7% Therefore, startup business with the highest years of service are 6 – 9years which is percentage as 43.8%.

Table 4.3.2 INNOVATIVENESS

S/N	Factor	Factor Level	Frequency	Percentage %
1.	SME ensure actualization of creative idea	SA	80	78.5
		A	22	31.5
		Total	102	100.00
2.	Forums are been done on how to implement creative idea	SA	37	36.4
		A	65	63.6
		Total	102	100.00
3.	SME's make use of updated technology	SA	44	43.0
		A	58	57.0
		Total	102	100.0
4.	All novel ideas generated in this organization are implemented	SA	58	57.0
		A	37	36.0
		U	9	8.7
		Total	102	100.00

Source: Researcher's Field Survey, 2025

From the distribution table 4.3.2 above, 80 of the respondents representing 78.5% said they strongly agree to the statement that SME ensure actualization of creative idea, and 22 of the respondents representing 31.5% said they agree to the statement. Therefore, the largest populations strongly agreed that SME ensure actualization of creative idea.

In addition, the distribution table, 37 respondents choose strongly agreed which is equivalent to 36.4%, 65 of the respondents representing 63.6% said they agreed that forums are been done on how to implement creative idea. Therefore, the largest population agreed to the statement.

Also, the distribution table shows that 44 of the respondents representing 43.0% said they strongly agreed to the statement that SME's make use of updated technology while 58 of the respondent agreed, therefore the largest population agreed the statement.

Lastly, the distribution table shows that 58 respondents strongly agreed representing 57.0% while 37 of the respondents representing 36.0% said they agreed and 9 respondents undecided to the statement that all novel ideas generated in this organization are implemented. Therefore, the largest population strongly agreed third statement.

Table 4.3.4 RISK TAKING

S/N	Factor	Factor Level	Frequency	Percentage %
1	There is enhancement in sales growth by taking risk	SA	82	80.1
		A	13	12.8
		SD	7	7.0
		Total	102	100.00
2	SME's tends to incur more expenses in the process of taking risk	SA	42	40.9
		A	56	54.5
		D	5	4.5
		Total	102	100.00
3	Taking more risk increases the level of market share of entrepreneurship	SA	38	37.8
		A	64	63.2
		Total	102	100.00
4	Risk taking improve ability to create more job	SA	42	40.9
		A	56	54.5
		SD	5	4.5
		Total	102	100.00

Source: Researcher's Field Survey, 2025

From the distribution table 4.3.4 above, 82 of the respondents representing 80.1% said they strongly agreed to the statement that there is enhancement in sales growth by taking risk, 13 of the respondents representing 12.8% agreed, 7 Of the respondent representing 7.0% said they strongly disagreed to the statement. Therefore, the largest population strongly agreed that here is enhancement in sales growth by taking risk.

In addition, the table 4.3.4 above shows that 42 of the respondents representing 40.9% said they strongly agreed that SME's tends to incur more expenses in the process of taking risk, 56 of the respondents representing 54.5% said they agreed to the statement that SME's tends to incur more expenses in the process of taking risk, 5 of the respondent representing 4.5% disagree to the statement that SME's tends to incur more expenses in the process of taking risk. Therefore, the largest population agreed that SME's tends to incur more expenses in the process of taking risk.

In addition, the table above indicates that 38 of the respondents representing 37.8% said they strongly agreed that taking more risk increases the level of market share of entrepreneurship, 64 of the respondents representing 63.2% said they agreed to the statement taking more risk increases the level of market share of entrepreneurship. Therefore, the largest population agreed to the statement.

Lastly, 42 respondents with 40.9% Strongly agreed to the statement that risk taking improve ability to create more job, 56 respondents representing 54.5% agreed to the statement, and 5 respondent represents 4.5% strongly disagreed to the statement, Hence, this implies that risk taking improve ability to create more job.

Table 4.3.5 Sustainability

S/N	Factor	Factor Level	Frequency	Percentage %
1	The need to intensify more effort on marketing products either through open market or consumer leads to business sustainability.	SA	41	40.5
		A	28	27.7
		U	16	16.1
		SD	16	15.7
		Total	102	100.00
2	SME's enjoys customer's loyalty	SA	43	41.7
		A	38	37.2
		SD	20	19.8
		D	1	1.2
		Total	102	100.00
3	SME's have been able to increase the service usefulness	SA	53	51.7
		A	42	40.9
		U	7	7.4
		Total	102	100.00
4	There is satisfaction with estimated sustainability and actual sales volume	SA	44	43.4
		A	48	47.1
		U	10	9.5
		Total	102	100.00

Source: Researcher's Field Survey, 2025

From the distribution, 41 of the respondents representing 40.5% said they strongly agreed to the statement that the need to intensify more effort on marketing products either through open market or consumer leads to business sustainability, 28 of the respondents representing 27.7% said they agreed to the statement, 16 of the respondents representing 16.1% said they are neutral to the statement and 16 of the respondents representing 15.7% said they strongly disagree to the statement. Therefore, the largest population strongly agreed that the need to

intensify more effort on marketing products either through open market or consumer leads to business sustainability.

Also, the distribution table above shows that 43 of the respondents representing 41.7% said they strongly agreed that SME's enjoys customer's loyalty, 38 of the respondents representing 37.2% said they agree to the statement that SME's enjoys customer's loyalty, 20 of the respondents representing 19.8% said they strongly disagree to the statement and 1 of the respondents representing 1.2% said they disagree to the statement. Therefore, the largest population strongly agrees that SME's enjoys customer's loyalty.

The table states that 53 of the respondents representing 51.7% said they strongly agreed to the third statement, 42 of the respondents representing 40.9% said they agreed to the statement, 7 of the respondents representing 7.4% said they were undecided to the statement. Therefore, the largest population strongly agreed that SME's have been able to increase the service usefulness.

Finally, the distribution table shows that only 44 respondent responded to the questionnaire as strongly agreed with 43.4%, 48 of the respondents representing 47.1% agreed to the statement that there is satisfaction with estimated sustainability and actual sales volume, 10 of the respondents representing 9.5% said they were undecided to the statement, Therefore the largest population agreed that there is satisfaction with estimated sustainability and actual sales volume.

Table 4.3.6 SURVIVAL OF BUSINESS

S/N	Factor	Factor Level	Frequency	Percentage %
1.	Service quality outline how organization will gain its sales leadership	SA	44	43.4
		A	58	57.6
		Total	102	100.00
2.	Good customer relation and expansion contributes significantly to the growth of high market share.	SA	62	60.3
		A	27	26.9
		U	6	6.2
		SD	7	6.6
		Total	102	100.00
3.	The need to intensify more effort on marketing products either through open market or consumer contact will improve sales.	SA	54	52.9
		A	45	44.6
		SD	3	2.5
		Total	102	100.00
4.	Priority for satisfying	SA	53	51.7

	customers with added service benefit has a positive impact on market share.	A	38	37.4
		N	8	7.9
		SD	3	2.9
		Total	102	100.00

Source: Researcher's Field Survey, 2025

From the distribution table above 44 of the respondents representing 43.4% said they strongly agree that service quality outline how organization will gain its sales leadership 58 of the respondents representing 57.6% said they Agree to the statement that service quality outline how organization will gain its sales leadership. Therefore, the largest population agreed that service quality outline how organization will gain its sales leadership.

In addition, the table distribution above shows that 62 of the respondents representing 60.3% said they strongly agree good customer relation and expansion contributes significantly to the growth of high market share., 27 of the respondents representing 26.9% said they agreed to the statement that good customer relation and expansion contributes significantly to the growth of high market share, 6 of the respondents representing 6.2% said they were undecided to the statement that good customer relation and expansion contributes significantly to the growth of high market share., 7 of the respondents representing 6.6% said they strongly disagreed. Therefore the largest population strongly agreed that good customer relation and expansion contributes significantly to the growth of high market share.

Consequently, the table above illustrates that 54 respondent representing 52.9% strongly agreed to the question, 45 of the respondents representing 44.6% said they agreed to the statement that the need to intensify more effort on marketing products either through open market or consumer contact will improve sales3 respondents representing 2.5% strongly disagree to the statement. Therefore, the largest population strongly agreed that the need to intensify more effort on marketing products either through open market or consumer contact will improve sales.

Also, 53 respondents with 51.7% strongly agreed to the statement that priority for satisfying customers with added service benefit has a positive impact on market share, 38 respondents with 39.5% Agreed to the statement, 8 respondents with 7.9% are undecided to the statement, 3 respondents strongly disagree to the statement. Hence this implies most respondents agree to the statement that priority for satisfying customers with added service benefit has a positive impact on market share.

4.2 Hypothesis Testing

4.2.1 Test for Hypothesis 1

H_0 There is no significant effect of risk taking on the sustainability of selected small scale business in Kwara State.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967 ^a	.934	.934	.22555

1 Predictors: (Constant), Entrepreneurial risk taking

The model summary as indicated in table 4.2.1.1 above shows that R Square is 0.93; this implies that 93% of variation in the dependent variable (sustainability) were explained by the Independent variable (Entrepreneurial risk taking) while the remaining 7% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

TABLE 4.2.1.2: Analysis of Variance
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	65.073	1	65.073	1279.091	.000 ^b
	Residual	4.579	99	.051		
	Total	69.652	101			

a. Dependent Variable: Sustainability

b. Predictors: (Constant), Entrepreneurial risk taking

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (65.073) in comparison to the residual sum of squares with value of 4.579 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (1279.091) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Sustainability).

TABLE 4.2.1.3: Co-efficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
(Constant)	.789	.099		7.990	.000
1 Entrepreneurial risk taking	.830	.023	.967	35.764	.000

a. Dependent Variable: Sustainability

Interpretation

The dependent variable as shown in the table 4.2.1.3 was market share. This was used as a yardstick to examine the relationship between the two construct (i.e. Entrepreneurial risk taking and Sustainability). The predictors is Entrepreneurial innovation, as depicted in table 4.2.1.3 it is obvious that there is a direct relationship Entrepreneurial risk taking and sustainability According to the result in the table above Entrepreneurial risk taking t-test coefficient is 35.764 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level.

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that Entrepreneurial risk taking has significant effect on and sustainability of startup business in Ilorin east local government. Hence, it explains how significant hypothesis one is to be recommended to entrepreneurial firms.

Hypothesis Two

4.2.2 Test for Hypothesis 2

H_0 Innovativeness does not have any effect on the sustainability of selected small scale business in Kwara State.

Table 4.2.2.1 Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.683 ^a	.466	.465	1.166

a. Predictors: (Constant) Entrepreneurial Innovativeness

The model summary as indicated in table 4.2.2.1 shows that R Square is 0.465; this implies that 46.5% of variation in the dependent variable (sustainability) were explained by the

Independent variables (Entrepreneurial Innovativeness) while the remaining 53.5% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1.

Table 4.2.2.2 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	410.890	1	410.890	302.148	.000 ^b
Residual	470.524	99	1.360		
Total	881.414	101			

a. Dependent Variable: Sustainability

b. Predictors: Entrepreneurial Innovativeness

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (410.890) in comparison to the residual sum of squares with value of 470.524 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (302.148) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Sustainability).

Table: 4.2.3 Co efficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.660	.153		4.314	.000
Entrepreneurial Innovativeness	.750	.043	.683	17.382	.000

Dependent Variable: Sustainability

Interpretation

The dependent variable as shown in the table 4.2.2.3 was Sustainability. This was used as a determinant to examine the effects Entrepreneurial Innovativeness on Sustainability of startup business in Ilorin. The predictors is Entrepreneurial risk taking, as depicted in table 4.2.2.3, it is obvious that there is a direct affiliation between Entrepreneurial Innovativeness and Sustainability. According to the result in the table above Entrepreneurial Innovativeness t-test coefficient is 17.382 since the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This

means that these variables are statistically significance at 5% significant level. The overall summary of this regression outcome in relationship to the coefficient of Entrepreneurial Innovativeness is that implementation of Entrepreneurial Innovativeness practice in an organization will increase Sustainability.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that is there is relationship between Sustainability and Sustainability. Looking at the study from a holistic approach to these concepts, some connections and relationships exist between Entrepreneurial Innovativeness and Sustainability.

4.2.3 Hypothesis Three

H_0 There is no significant effect of risk taking on the survival of selected small scale business in Kwara State.

TABLE 4.2.3.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.625	.621	.47798

1 Predictors: (Constant), entrepreneurial risk taking

The model summary as indicated in table 4.2.3.1 shows that R Square is 0.625; this implies that 62.5% of variation in the dependent variable (Survival) were explained by the Independent variables (entrepreneurial risk taking) while the remaining 37.5% is due to other variables that are not included in the model. This mean that the regression (model formulated) is useful for making predictions since the value of R^2 is close to 1

TABLE 4.2.3.2 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	34.340	1	34.340	150.309	.000 ^b
Residual	20.562	99	.228		
Total	54.902	101			

a. Dependent Variable: Survival

b. Predictors: (Constant), entrepreneurial risk taking

The table above summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (34.340) in comparison to the residual sum of squares with value of 20.562 (this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. However, the estimated F-value (150.309) as given in the table above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$) which means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (survival).

TABLE 4.2.3.2 Co-efficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.083	.286		3.792	.000
entrepreneurial risk taking	.820	.067	.791	12.260	.000

a. Dependent Variable: Survival

Interpretation

The dependent variable as shown in the table 4.2.3.2 was Market share. This was used as a measure to examine the relationship between the two variables (i.e. entrepreneurial risk taking and survival). The predictors is entrepreneurial innovation, as depicted in table 4.2.3.2, it is obvious that there is a direct relationship entrepreneurial risk taking and survival.

According to the result in the table above entrepreneurial innovation t-test coefficient is 3.792 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level. The general swift of this regression outcome in relations to the coefficient of entrepreneurial risk taking as a policy to increase business survival in an organization.;

Decision Rule

As a result of the outcome, the Null Hypothesis (H_{01}) is rejected on the basis that the p-value is less 0.05. Hence the alternative hypothesis is accepted, that entrepreneurial risk taking has

significant effect on survival of small startup business Ilorin. Hence, it explains how significant hypothesis three is to be recommended to the selected small startup business in Ilorin.

4.2.4 Hypothesis Four

H₀ Innovativeness ability does not have any effect on the survival of selected small scale business in Kwara State.

4.2.4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230 ^a	.053	.050	1.21217

a. Predictors: (Constant), Entrepreneurial Innovativeness

The model summary as illustrated in the above table 4.5.4.1 indicates that R Square is 0.053. This however implies that 53% of variation in the dependent variable (survival) was explained by the Independent variable (Entrepreneurial Innovativeness) while the remaining 47% perhaps due to other variables that is not included in the model. Hence, this analytical result of the regression (model formulated) is found useful for making predictions since the value of R^2 is significantly close to 1

4.3.4.2 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	28.298	1	28.298	19.259	.000 ^b
Residual	506.924	85	1.469		
Total	535.222	86			

a. Dependent Variable: Survival

b. Predictors: (Constant), Entrepreneurial Innovativeness

The estimated F-value (19.259) as given in table 4.2.4.2 above with significance value of 0.000, which is less than p-value of 0.05 ($p < 0.05$); this by implication means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (Survival). Furthermore, the table above further summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares

(28.298) in comparison to the residual sum of squares with value of 506.924, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables.

4.2.4.3 Co efficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.281	.155		21.232	.000
1 Entrepreneurial Innovativeness	-.353	.081	-.230	-4.388	.000

a. Dependent Variable: Survival

The dependent variable as shown in the table 4.5.4.3 above was Entrepreneurial Innovativeness. This was used as a scale to examine the existing nexus between the two variables (i.e. Entrepreneurial Innovativeness taking and business survival). As stated in the analysis, the predictor is Entrepreneurial Innovativeness as depicted in table above and it is obvious that there is a direct link Entrepreneurial Innovativeness and business survival.

According to the result in the table above Entrepreneurial Innovativeness t-test coefficient is 5.388 and the P-value is 0.000 which is less than 0.05 (i.e. $P < 0.05$). This means that these variables are statistically significant at 5% significant level. The overall summary of this regression outcome in relations to the coefficient of Entrepreneurial Innovativeness is among the best method to increase the business survival.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_{04}) is rejected on the basis that the p-value is 0.000 which is far less than 0.05. Hence the alternative hypothesis is accepted, that survival of small startup business in Ilorin may positively be affected by Entrepreneurial Innovativeness taking which can help the overall performance of small startup business in Ilorin.

4.3 Discussion of Findings

This study examines “**Effects of Entrepreneurial behavior on the survival of small scale business enterprises**” (A Case Study of Selected small scale business in Kwara State in Ilorin East Local Government). The X construct is Entrepreneurial behavior in which two variables were to demystify the concept of Entrepreneurial behavior which includes two variables which are Risk taking and Innovativeness while Y construct which is Performance

of small startup business also consists of two variables which include Sustainability and Survival. The study tries to examine whether entrepreneurial behavior affects the performance of small startup business in Ilorin. The findings however shows a linear relationship between variables used to measure the two constructs after the postulation of four hypotheses which invariably declares that entrepreneurial behavior plays an important role in contributing to performance of small startup business in Ilorin also from information gathered through questionnaires distributed within the staffs of this organization. It was detected that entrepreneurial behavior plays a pivotal role in the performance of small startup business in Ilorin.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of findings

This section presents the summary of the study as related to the set hypotheses; hence, the following are the summary of the findings.

Hypothesis one states that there is no significant effect of risk taking on the sustainability of the organization. However, the null hypothesis was rejected and alternate accepted which states that entrepreneurial risk taking does affect the sustainability of the organization. Also, the study revealed that the entrepreneurial risk taking among small startup business in Ilorin has affected its output significantly in the past years and this has brought continuous improvement in sustainability of startup business in Ilorin. Hence, it can be stated that entrepreneurial risk taking does affect the sustainability of small startup business in Ilorin. This aligns with the study of Abdullahai and Burcin (2017), where it was revealed that entrepreneurial risk taking does affect the sustainability of small startup business in Ilorin of entrepreneurs.

Hypothesis two states that entrepreneurial Innovativeness does not have any effect on the sustainability of the organization. Hence, the null hypothesis was rejected and alternate accepted. The study also revealed that entrepreneurial Innovativeness does have an effect on the sustainability of the organization and has helped in maintaining its organizational performance. Also, entrepreneurial Innovativeness among small startup business in Ilorin often assists in building stability for the service provision of the organization. In addition, entrepreneurial Innovativeness has helped in assisting the organizational networking which in turn affects the market share of selected startup business in Ilorin. Therefore, the study found that sustainability of small startup business in Ilorin may be affected by the entrepreneurial Innovativeness adopted. This study supports the Murad and Rula (2020).

Hypothesis three states that there is no effect of entrepreneurial risk taking on the survival of the organization. Conversely, the null hypothesis was rejected and alternate accepted. The result then revealed that entrepreneurial risk taking has a significant effect on survival of small start up business in Ilorin among and also, the survival of small startup business in Ilorin is often influenced by the level of entrepreneurial innovations put in place. In addition,

the study revealed that increase in survival of small startup business in Ilorin is as a result of the entrepreneurial risk taking put in place. This study also aligns with the study of Asemah, Okpanachi, and Edegoh, (2020) where it was revealed that one of the most effective tools used in enhancing organizational survival is effective entrepreneurial risk taking

Hypothesis four states that entrepreneurial innovativeness does not have any effect on the survival of the organization. However, the study rejected the null and accepts the alternate hypothesis which states that entrepreneurial innovativeness does have an effect on the survival of the organization. The study also revealed the organizational continuous improvement in survival is influenced by the entrepreneurial innovativeness. Also, organizational tends to have a stable customer base due to the implementation of entrepreneurial innovativeness. Hence the study found that, entrepreneurial innovativeness often positively influence the survival among small startup business in Ilorin. This supports the findings of Sudan by Tariq, Zaroug, Mohamed, & Siddig, (2019).

5.2 Conclusions

For the purpose of this research, the study concludes that;

1. Entrepreneurial risk taking does affect the sustainability of small startup business in Ilorin. Also, the study concludes that continuous improvement in the sustainability of small startup business in Ilorin is as a result of the level of the entrepreneurial risk taking adopted.
2. Sustainability of small startup business in Ilorin may be affected by the level entrepreneurial innovativeness adopted by small startup business in Ilorin. Furthermore, it was concluded that use of entrepreneurial innovativeness often assists in building Sustainability of small startup business in Ilorin.
3. Entrepreneurial risk taking significantly affect the sustainability of small startup business in Ilorin. Also that the sustainability of small startup business is often influenced by the level of entrepreneurial risk taking.
4. Entrepreneurial innovativeness may significantly affect the survival of small startup business in Ilorin is often influenced by the level of entrepreneurial innovativeness.

5.3 Recommendations

In relations to the above findings and conclusion, the study recommends that;

- i Entrepreneurial risk taking should be further intensified as finding has shown how significant it is to small startup business in Ilorin is often influenced by the level of entrepreneurial risk taking. This will eventually tell on the sustainability of the organization.
- ii Small startup business in Ilorin should also align their sustainably in line with the entrepreneurial innovativeness in order to assist the organization performance generally.
- iii Small startup business in Ilorin should step up the level of their entrepreneurial risk taking as the organization feels its impact directly than any other type of skills and this will help the survival of the organization.
- iv Small startup business in Ilorin should increase the tempo of the entrepreneurial innovation as this will affects some of the intangible product of the organization such as its survival.

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