

Work Habits And Entrepreneurial Success In Three Industrial Sub-Sectors In Rivers State.

DON-BARIDAM LETAM

Rivers State University of Science and Technology, Faculty of Management Sciences, Department of Management, P.M.B 5080, Rivers State, Nigeria.

Letambaridam@gmail.com

Abstract: This study examined the relationship between work habits and entrepreneurial success. Using data from 65 entrepreneurs, randomly drawn from three industrial sectors - tailoring, furniture and water bottling, in Rivers State, the Spearman's rank order correlation was used to measure the relationship between the components or proxies of the independent variable and the measures of the dependent variable, while the partial correlation analysis was used to measure the moderating role of organizational culture in the relationship between the independent and dependent variables. The SPSS version 20 was employed for the analyses. Results indicate that there is a positive and significant relationship among all the dimensions of work habit (interpersonal leadership and creative cooperation) and the measures of entrepreneurial success (branch expansion and entrepreneurial satisfaction). It was also found that organizational culture moderated the hypothesized work habit-entrepreneurial success relationship. Based on the above findings, it was recommended that entrepreneurs that wish to be successful need to develop and sustain good habits through abstract thinking, disciplined life style and setting macro goals and micro quotas. Also, entrepreneurs need to sustain positive and supportive work cultures that enable collaborative work efforts by members of the organization.

KEYWORDS: Entrepreneurial success, Industrial subsectors, Rivers State, Work habits.

1. INTRODUCTION

In recent years many developed and developing countries are experiencing economic recession; high unemployment rates, resulting in increased crime rates, and other social malaises, particularly among the youth. The question on every one's lip becomes: "What can be done to move the global economy from poverty to prosperity?" The role of entrepreneurs and entrepreneurship in the economic development of nations is well recognized all over the world. Today, everyone seems to agree that entrepreneurship is the way to go for both individuals and economies all over the world. According to Lemmon (2011) "Entrepreneurship seems to have become the silver bullet for a job-scarce, unemployment-saddled global economy still struggling to shake off a severe recession." Isenberg (2010) states that "economic studies around the globe consistently link entrepreneurship, particularly the fast-growth variety, with job creation, GDP growth, and long-term productivity." In the U.S, for example, startups create more than 70 percent of new jobs (Meredith, 1998). In Asia, Africa, Europe and the middle east, testimonies abound that point to the power of small businesses to move economies and regions from poverty to economic prosperity. The Rwandan story is striking. Rwanda's government took a strongly interventionist strategy in the post-genocide years, identifying three local industries (coffee, tea, and tourism) that had proven potential for development and actively organized institutions that would support those industries, with the aim of providing employment to millions of people. The result? About 72,000 new ventures, tripled export in a decade, and 25% reduction in poverty. The future prosperity of any economy lies in the creation of vibrant small and medium scale businesses that are deeply rooted in the local economy. It is in recognition of this fact that nations all over the world are formulating policies that will benefit the entrepreneur. In Nigeria for example, the Nigerian Government under different administrations over the years in attempt to encourage young men and women to

beemployers of labor have established a number of programmes. These programmes include the National Directorate of Employment, the National Youth Employment and Vocational Skill Development and the Small Scale Industries and Graduate Employment Programmes, to mention a few. In spite of these laudable programmes and the expectations placed on this sector to help jumpstart the economy, among other socio-economic benefits, studies have sadly shown that the failure rate among Nigerian entrepreneurs is very high (Oshagbemi, 1983, Chioma, 1979). According to them, 1 out of 5 new businesses die within the first five years of their establishment. Researchers have focused on factors such as financial problems, financial indiscipline, poor managerial skills, lack of adequate power supply, and lack of adequate technology as possible causes of entrepreneurial failure (Arasti, 2011; Ahmad, 2010). While it is true that these factors may be responsible for failure in entrepreneurship, one factor that is often neglected is the work habit of the entrepreneur. Given the necessary financial support and a conducive environment, the entrepreneurial success cannot be achieved without appropriate work habits. As Aristotle stated, "we are what we repeatedly do. Excellence then, is not an act, but a habit." The road to business success is paved by good habits. It is your habit that sets you apart from competition. Although there are some extraneous variables that may contribute to the success of a business, the key determinants of success or failure lies significantly on the people who start and manage the business (Badom, 2009). Covey (2004) in his bestselling book *The 7 Habits of Highly Effective People*, suggested the following habits: being proactive (personal vision), beginning with the end in mind (personal leadership), putting first things first (personal management), think win-win (interpersonal leadership), think first to understand, then to be understood (empathetic communication), synergize (creative cooperation), and renewal (balanced self-renewal). Dev Tandon, founder and CEO of the Kinigroup, wrote: "Habits form our lives."

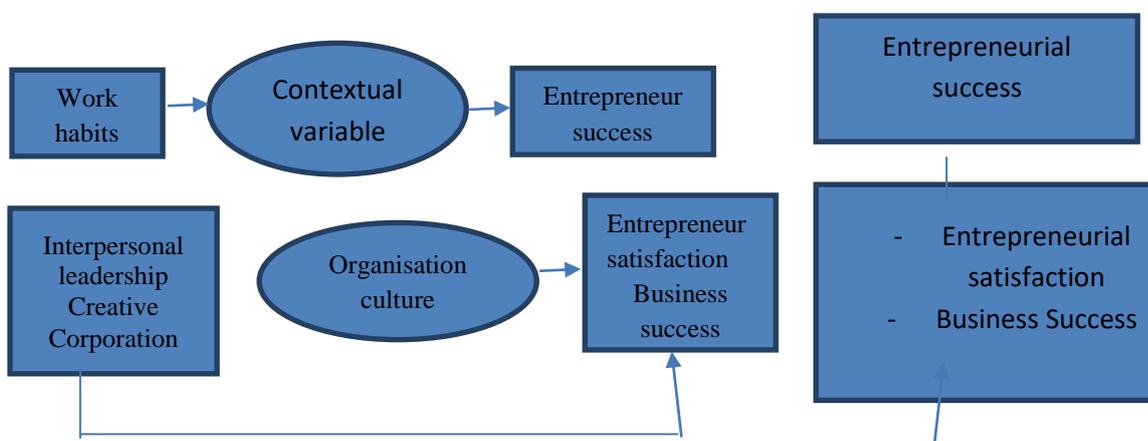
They provide a framework on which we build professional success and personal happiness. As a society, we're fascinated with the habits of others, usually prominent figures- celebrities, political figures, and, of course, famous entrepreneurs such as Richard Branson, Bill Gates and Mark Zuckerberg, to name but few."

11.Statement of the Problem

The current economic recession in recent years has rekindled interest of many developed and developing countries on the need to revamp the entrepreneurial sector. In spite of this renewed interest, research evidence shows that the rate of failure among small businesses in Nigeria is high (See Adebisi, 2010; Nwachukwu, 1990; Chioma, 1979). Among the factors contributing to entrepreneurial failure researchers have focused attention on contextual variables to the neglect of behavioral factors. Certain personality traits have been accredited as determinants of entrepreneurial success (Shavers, 1995; Histich and Peters, 2002). The personality traits identified by these authors as determinants of business success are characteristics that are either genetically determined or those that arise out of group membership or social status such as parents, peer group membership or social status or cultural setting (Badom, 2009). In this study attempt will

be made to identify the important work habits that account for success of entrepreneurs. These habits separate the winners from losers. It is for these reasons that this study seeks to investigate the relationship between work habits and entrepreneurial success. There is no secret formula to being successful. There is no book on success or movie that one can watch; it is habit that separates the successful and unsuccessful people. Therefore what separates successful from unsuccessful people boils down to their different habits. Successful people have set for themselves certain work related habits such as those suggested by Covey (2004). Entrepreneurial success and its measurement has received considerable interest in the management and entrepreneurship literatures (e.g. Schumpeter 1934; King and Levine, 1993). Entrepreneurial success is a measure of the extent to which an entrepreneur is able to meet or exceed the goals of the enterprise. Collins (2007) has suggested entrepreneurial satisfaction, and business success (in terms of branch expansion) as measures of entrepreneurial success. For our purpose, we shall consider two of dimensions of effective habits by Covey (2004), namely interpersonal leadership and creative cooperation, and the two measures for entrepreneurial success suggested by Collins (2007).

111 CONCEPTUAL FRAMEWORK



IV.PURPOSE OF THE STUDY

The purpose of this study is to identify relationships between work habit the entrepreneur, and to measure the extent to which these relationships are likely to contribute to success or failure in entrepreneurship. Specifically, it examines the relationship between work habit in terms of Interpersonalladership, creative cooperation and how these can influence entrepreneurial success in terms of entrepreneurial satisfaction, and business success (in terms of branch expansion).

V RESEARCH QUESTIONS.

Based on the above discussions the following research questions are raised:

1. What is the relationship between interpersonal leadership and entrepreneurial satisfaction?
2. What is the relationship between interpersonal leadership and business success?
3. What is the relationship between creative cooperation and entrepreneurial satisfaction?

4. What is the relationship between creative cooperation and business success?
5. To what extent does organization culture moderate the relationship between work habit and entrepreneurial success?

VI.RESEARCH HYPOTHESIS

- HO: 1 There is no significant relationship between interpersonal leadership and entrepreneurial satisfaction
 HO: 2 There is no significant relationship between interpersonal relationship and business success.
 HO: 3There is no significant relationship between creative cooperation and entrepreneurial satisfaction
 HO: 4 There is no significant relationship between creative cooperation and business success.
 HO: 5 Culture does not moderate the relationship between work habit and entrepreneur success.

VI. Significance of the Study

This section attempts to highlight the significance of the

study. As at now a fuller understanding of the specific work habit variables that can lead to entrepreneurial success. This study should contribute toward filling this void. Knowing specific work habit variables that lead to entrepreneurial success should be of value to entrepreneurs those who are contemplating of opening new businesses. Owner managers, policy makers and students will benefit from this study since its findings will add to the existing stock of knowledge on entrepreneurship.

VII. SCOPE OF THE STUDY.

Content scope: The research work focuses on work habit and entrepreneur success.

Geographical scope: it will seek to focus on employees in three industry sub- sector in Rivers State.

Unit level: the study would examine higher level employees' i.e. owner managers in these sectors.

VIII. Limitations of the Study

In any one study, the observations and conclusions are limited to the small fractions of the types of persons, or groups conceivable, to one or a few contexts, and to a small portion of the variables that might potentially be observed. The present study is subject to these limitations. Generalizability of the findings and conclusions of the present investigation are limited to the population of the respondents selected and the contexts and variables included in the study. Generalization of data from different enterprises in the three manufacturing sector will certainly be associated with the problem of validity. According to Baridam (2001, 103), data generated from questionnaire may be summed, but this sum of the part may not yield a social fact intended by the researcher.

IX. LITERATURE REVIEW

This chapter highlights the concept of entrepreneurial success, the relationships between the various dimensions of work habit and entrepreneurial success and the moderating effect of organizational culture on entrepreneurial success.

-Concept of Work Habit.

Habits can be referred to as a settled or practices that are usually hard to give up. It is a usual way of behaving. As Aristotle stated habit "we are what we repeatedly do, hence habits are done repeatedly sometimes without knowing we are doing it. Work habit therefore can be defined as physical and mental effort directed towards doing something or making something. It is your habit that sets you apart from competition. There is no secret formula to being successful. There is no book on success or movie that one can watch; it is habit that separates the successful and unsuccessful people. Therefore what separates successful from unsuccessful people boils down to their different habit. Successful people have set for themselves certain work related habits such as those suggested by Covey (2004). They suggested two of dimensions of effective work habits namely interpersonal leadership and creative cooperation

➤ Interpersonal leadership.

These refer to the views that indicate that the success of an organization is as a direct result of the leadership.

Maxwell (2003) claims that entrepreneurs cannot succeed without the help of others, and that relationships impact on leadership. Certain authors and commentators on modern leadership have a similar view regarding leadership in the sense that leadership is not a one-person activity. Interpersonal leadership involves relationships between the members of specific groups or teams and their ability to adopt the role of either leader. It is about the practices entrepreneurs use to transform values into actions, visions into realities, obstacles into innovations and risks into rewards According to Kouzes and Posner (2002) entrepreneurial success is and will continue to be, a function of how well people work and play together. Tonn (2013) maintained that is a situation where leaders think win-win. It is a situation where an entrepreneur has the frame of mind and heart that constantly seeks mutual benefits in all human interactions. According to Covey (2004) an entrepreneur that approaches conflict with a win-win attitude has the following attitudes integrity- sticking with your true feelings, values and commitment, maturity- expressing your ideas with feelings and courage and consideration of ideas and feelings of others, abundance mentality- believing that there is plenty for everyone. Entrepreneurs engage in solutions or agreement that are mutually beneficially and supporting. They should be able to communicate their ideas assertively via one-on-one and team orientation sessions. Interpersonal relations allows for the expression of feelings of all parties. Entrepreneurs must be able to clarify ideas and listen for feedback. They should also motivate and give encouragements and incentives for positive behavior.

➤ Creative cooperation.

Covey (2004) suggested that another habit that is beneficially to entrepreneurial success is creative cooperation. This habit is termed as synergy. Synergy simply means that two heads are better than one. It is team work, open mindedness and the adventure of finding new solutions to old ones. It's a process and through that, people would bring all their personal experience and expertise to the table. Together, they can produce far better results than they can produce individually. It is the idea that the whole is greater than the sum of the parts. When people begin to interact with each other they gain new insights. Entrepreneurs who practice creative cooperation are able to be successful in their business (i.e. satisfaction and business success, Salvin (2009).

➤ The Concept of Entrepreneurial Success.

The term success as defined by the Merriam -Webster dictionary is *the fact of getting or achieving wealth, respect or fame; the correct or direct result of an attempt.* It is a broad concept capable of different interpretations. According to Matthew Torren, although the definition of success is subjective, there seem to be some common themes among the ultra- successful about what success really means. Very rarely does it have to do with money alone. In fact, for these persons success is all about the meaning behind the action. (Torren, 2017). According to Richard Branson "My definition of success, the more you're actively and practically engaged the more successful you will feel" For Branson what is most important for success is the interactivity with the work itself. Huffington defined success by asking the following

questions: What gets you fired up? What are you passionate about? The more you're actively engaged in the work you love, the more successful you will feel and most likely from the feeling, become, love what you do for maximum success." (Toren, 2017). The business perspective on success however, means achieving the goals and objectives of the enterprise. The traditional economic concept of the firm is centered on the action of the entrepreneur, whose main drive is to maximize profit. Entrepreneurial success is a measure of the extent to which an entrepreneur is able to meet or exceed the goals of the enterprise. Collins (2007) has suggested entrepreneurial satisfaction, and business success (in terms of branch expansion) as measures of entrepreneurial success. Researchers in organizational behavior (Stoner, 1961; Schein, 1978; Cummings, 1978) have used other criterion as measure of success. These include Job satisfaction, psychological growth, physical health, quality of life, economic benefit, emotional health, self-esteem and security. Cohen et al. (2008) has indicated the need to use other indicators beside financial results to evaluate performance. Georgievski et al. (2011) maintained that, for small business owners, it is not only the objective criteria (e.g., income or turnover) that count and that assessment of entrepreneurial success should be expanded to include non-financial measures such as entrepreneur satisfaction, business success etc. It can be deduced from the above discussion that entrepreneurial success can be seen from the psychological outcome or the economic benefits. For the purpose of this study, entrepreneurial satisfaction and business success (in terms of branch expansion) are the two success measures that will be used.

➤ **Entrepreneurial Satisfaction.**

Entrepreneur satisfaction is the combination of feelings and beliefs that entrepreneurs hold in relation to their business. An entrepreneur with a high level of satisfaction will generally like their job; (Jones et al. 1999). The satisfaction at work has been characterized as a positive or pleasing emotional state which emerges as the result of evaluating one's work or experiences in the workplace (Locke 1976). The majority of entrepreneurs prefer to manage a venture that is successful and that provides them with sufficient financial means to live a comfortable life. Entrepreneurial satisfaction comes in different forms and it can be as a result of the work habit of the entrepreneurs. George and Brief (1992) maintained that positive work habits (i.e. good interpersonal leadership style, creative cooperation) could yield success which brings about entrepreneurial satisfaction.

➤ **Business success**

Business success can be defined in terms of economic financial measures which comprise return on assets, sales, profits, employees and survival rates as well as non-financial measures, such as customer satisfaction, personal development and personal achievement. Branch expansion would be used as the measure of business success Ostgaard and Birley (1996). Successful businesses have the ability to create a strategic position by managing their resources to meet and satisfy the expectations of entrepreneurs (Thompson, 2004).

➤ **Relationship between interpersonal leadership and entrepreneur satisfaction.**

Interpersonal leadership in recent years has been consistently placed high as an important requirement for entrepreneur satisfaction in organizations (Collins and Moore, 1970). Various authors have seemed to link entrepreneur interpersonal leadership with entrepreneur satisfaction. Interpersonal leadership is the relationships between the members of specific groups or teams and their ability to adopt the role of either leader. It involves the entrepreneurs having the frame of mind that one person's success is not achieved at the expense or exclusion of the success of others." (Garner & Associates, 2009) Win-win is about finding agreements and solutions that are mutually beneficial and satisfying (Covey, 2004). He suggested that when dealing with conflict in organizations, entrepreneurs should adopt a win-win situation. He suggested that when dealing with conflict at workplace, entrepreneurs should be able to create a win-win scenario where one party is willingly to sacrifice something to benefit the other. Entrepreneurs should be able to communicate their ideas assertively via one-on-one and team orientation sessions. Interpersonal relations allow for the expression of feelings of all parties. Cohen and Prusak, (2001:14) claimed that most of the research, interpersonal leadership is associated with entrepreneur satisfaction. Zeidner et al. (2004) proposed that entrepreneurs who have more sense of emotions and have the ability to recognize the impact of her or his feelings have on others, are more successful to communicate their ideas, goals and objectives towards people. This could help increase entrepreneur satisfaction. They feel happier and satisfied with their job. This satisfaction can lead to entrepreneur success.

➤ **Relationship between interpersonal leadership relationship and business success.**

For business to be successful, requires the support of the entrepreneur in terms of their leadership styles. Successful businesses are those who are not deterred by the many obstacles and difficulties they face. (Timmons, 2002). Business success can be measured in a number of ways, including assets, sales, profits, employees and survival rates as well as non-financial measures, such as customer satisfaction, personal development and personal achievement. (i.e. branch expansion.) Badom, (2007). Many scholars (Emmons, 1986, Freund and Baltes, 2002) have posited that there is a positive relationship between interpersonal leadership and business success. It has been accepted as a truism that interpersonal leadership is essential to entrepreneurs and business. Gasse (2001) agrees with this idea and claims that successful business begins at the top and is driven by good interpersonal leadership. An entrepreneur who has the frame of mind that one person's success is not achieved at the expense or exclusion of the success of others," gives direction and sets standards, creates inspired people who have enthusiasm for the business can lead to business success.

➤ **Relationship between Creative Cooperation and Entrepreneur Satisfaction**

Various authors have recognized the importance of creative cooperation on entrepreneur satisfaction. They maintained that creative cooperation has a positive relationship with entrepreneur satisfaction. Where there is

team work, open mindedness, people bring all their personal experience and expertise to the table. It can lead to the production of better results than individually this can lead to entrepreneur feeling happy and satisfied with the job.

➤ **Relationship between Creativity Cooperation and Business Success.**

Creative cooperation is critical to the success of business. Entrepreneurs who practice creativity cooperation are likely to be successful in their business. Where entrepreneurs acknowledge the fact that "two heads are better than one", they bring people with different skills together to perform job this would increase production and lead to success in business.

➤ **Moderating effect of Organizational culture on work habit and entrepreneur success.**

A moderating variable is helpful in explaining the causal relationship between a predictor and criterion (Baron and Kenny, 1986). The present study hypothesizes that organizational culture, is used as a moderator between work habit and entrepreneur success. In today's global environment, organizational culture can play an important role in the relationship between work habit and entrepreneur success. Becker (1982, Schein 1985:168) defined organizational culture as "a system of shared meaning held by members that distinguishes the organization from other organizations." Culture can provide aid in entrepreneur success and can also serve as a barrier to change. However, the extent to which it aids in entrepreneur success depends on the work habit of entrepreneurs. According to (Shavers, 1995; Histich and Peters, 2007), entrepreneurs that engage in positive work habits (i.e. interpersonal leadership, creative cooperation) are more likely to be successful. Bardzill and Slaski, (2003) suggested that entrepreneurs should manage organizational culture by maintaining a deep relationship employees to stimulate favorable behavior from members". There should be a collaborative work style. A strong organizational culture increases behavioral consistency, thus, increases the likelihood of entrepreneur success. Robbins (2003) opines that "the stronger an organization's culture, the less management need to be concerned with developing formal rules and regulations to guide employee behavior. Those guides will be internalized in employees when they accept the organization culture" (p.527). Entrepreneur success is achieved when there is corporate culture that has strong values that support long term sustainability. In measuring the organization culture, Cameroun and Quin (2012) developed a model for assessing culture. He states that every organization has its own combination of four types of organizational cultures. They include they the clan culture (The organization encourages teamwork, participation, and consensus.), the adhocracy culture (The organization encourages individual ingenuity and freedom.), the market culture (The organizational style is based on competition) and the hierarchy culture (This is a formalized and structured work environment) From Quinn and Cameron's extensive study, it was found that most organizations have developed a leading culture style. An organization rarely has only one culture type. Quinn and Cameron found that flexible organizations are the most

successful, which sometimes leads to conflicting behavior. The "best" organizations can address the competition within this framework well and use all four value sets when needed

X RESEARCH DESIGN

A research design provides a framework for the collection and analysis of data. A choice of research design reflects decisions about the priority being given in a range of dimensions of the research process (Bryman and Bell, 2003). It is a model of proof that allows the researcher to draw inferences concerning causal relations among the variables under investigations. Given the nature of this research, a quantitative research design was the best design for this study. Williams and Monge (2001) suggested that quantitative research methods are appropriate when researchers wish to create a useful description about a specific topic of study, describe general characteristics about specific measures, and calculate the probability that a specific outcome is more than chance. However, the cross sectional survey was adopted since it takes a snapshot at a situation and analyses it. The survey instrument was designed in such a way that meaningful results were achieved.

XI POPULATION OF THE STUDY

The target population for this study is 65 employees from three industry sub-sectors in rivers state.

➤ **SAMPLE AND SAMPLING TECHNIQUES**

The purpose of sampling is to identify elements or characteristics that may be used to make inferences about a larger population (Kerlinger and Lee, 2000). Fowler (2002) noted that a researcher's choice of sampling strategy depends upon the feasibility of sampling the entire population and the costs associated with reaching all members of the population. Population is the total collection of elements about which we wish to make some inference. The respondents were 65 owner managers from three industrial sectors- Tailoring (28), furniture (22) and water bottling firms ((15). The convenience sampling method was used because population was not large, hence the entire members in the accessible population was selected.

XII SOURCE OF DATA/ DATA COLLECTION METHOD.

The first data collection method was through a review of the literature. Among the sources consulted were journals, theses and dissertation abstracts, books and conference proceedings. The second data collection method was self-administered questionnaire

XIII OPERATIONAL MEASURES OF VARIABLES

The dependent variable to which attention is given in this study is work habit. The researcher made use of interpersonal leadership and creative cooperation as the measures. The independent variable is entrepreneur success, the researcher made use of entrepreneur satisfaction and business success. Both the dependent and independent variables were measured on a 5-point Likert

scales. Responses ranged from “does not apply” (scored 1 point) to “always applies” (scored 5 point).

➤ **Independent variables**

➤ **Interpersonal leadership:** abridged version of the interpersonal leadership questionnaire developed by Covey (2004) was used. The following statements were used : I am willing to sacrifice something to benefit others, I understand myself well, I interact well with my employees, I understand my emotions, I look at why people act the way they do, I have compassion and acceptance for others.

➤ **Creative cooperation:** Using Covey (2004) measure of creative cooperation, respondents were asked the following questions. I am able to work in teams, when I have new ideas I tend to discuss it with someone to determine its potential for success, employees work together to share ideas and resolve issues.

➤ **Dependent variables.**

➤ **Entrepreneur satisfaction:** Using Collins (2007) measure of Entrepreneur Satisfaction, the following questions were asked- I feel happy with my business, I receive personal satisfaction from my business, I am proud to tell others that I own the business, At least for now, my current business is well suited to my needs

➤ **Business success:** The measure of this variable was based on the following questions Collins (2007), I have been able to grow and expand the services of my business, I get a sense of personal accomplishment from my business,

➤ **Moderating variable.**

Organizational culture: In measuring organizational culture, model used by Quin and Cameroun (2012) was used. The following statements were used to

			INTERPERSONAL LEADERSHIP	BUSINESS SUCCESS
Spearman's rho	INTERPERSONAL LEADERSHIP	Correlation Coefficient	1.000	.726**
		Sig. (2-tailed)	.	.000
		N	65	65
	BUSINESS SUCCESS	Correlation Coefficient	.726**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

** Correlation is significant at the 0.01 level (2-tailed).

measure culture: organization encourages teamwork, participation, and consensus, The organization encourages individual ingenuity and freedom. Formal rules and policy keep the organization together, “People are flexible and adaptable when changes are necessary.” “Individuals and teams have clearly defined goals that relate to goals and mission of business.” “People value and make use of one another’s unique strengths and different abilities.” “People know what is expected of them and understand their on other people, teams and functions.” “People have access to timely and accurate information about what is actually happening in the organization and why.” “Managers at all levels work as a team to achieve results for the organization

H01: There is no significant relationship between interpersonal leadership and entrepreneur satisfaction

			INTERPERSONAL LEADERSHIP	ENTREPRENEURIAL SATISFACTION
Spearman's rho	INTERPERSONAL LEADERSHIP	Correlation Coefficient	1.000	.557**
		Sig. (2-tailed)	.	.000
		N	65	65
	ENTREPRENEURIAL SATISFACTION	Correlation Coefficient	.557**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

** Correlation is significant at the 0.01 level (2-tailed).

Our first hypothesis shows a significant relationship existing between interpersonal leadership and entrepreneurial satisfaction with a correlation coefficient of 0.557 and a p-value of 0.000 which is less than alpha of 0.05. We would reject the null hypothesis.

H02: There is no significant relationship between interpersonal leadership and business success

Hypothesis two also shows a significant relationship existing between interpersonal leadership and business success with a correlation coefficient of 0.726 and a p-value of 0.000 which is also less than 0.05. We would also reject the null hypothesis

H03: There is no significant relationship between creative cooperation and entrepreneur satisfaction

			CREATIVE COOPERATION	ENTREPRENEURIAL SATISFACTION
Spearman's rho	CREATIVE COOPERATION	Correlation Coefficient	1.000	.805**
		Sig. (2-tailed)	.	.000
		N	65	65
	ENTREPRENEURIAL SATISFACTION	Correlation Coefficient	.805**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

** Correlation is significant at the 0.01 level (2-tailed).

Our third hypothesis shows a strong relationship existing between creative cooperation and entrepreneurial satisfaction with a correlation coefficient of 0.805 and a p-value of 0.005 which is also less than alpha. We would also reject the null hypothesis.

H04: There is no significant relationship between creative cooperation and business success

			CREATIVE COOPERATION	BUSINESS SUCCESS
Spearman's rho	CREATIVE COOPERATION	Correlation Coefficient	1.000	.969**
		Sig. (2-tailed)	.	.000
		N	65	65
	BUSINESS SUCCESS	Correlation Coefficient	.969**	1.000
		Sig. (2-tailed)	.000	.
		N	65	65

** Correlation is significant at the 0.01 level (2-tailed).

Our fourth hypothesis shows a very strong relationship existing between creative cooperation and business success with a correlation coefficient of 0.969 and a p-value of 0.000 which is also less than alpha of 0.05. We would therefore reject the null hypothesis

H05: Organization culture does not moderate the relationship between work habit and entrepreneur success

Correlations

Control Variables		INTERPERSONAL LEADERSHIP	CREATIVE COOPERATION	ENTREPRENEURIAL SATISFACTION	BUSINESS SUCCESS
ORG_CULTURE	INTERPERSONAL LEADERSHIP	Correlation 1.000	.133	-.037	-.444
		Significance (2-tailed) df	.295 62	.774 62	.000 62
CREATIVE COOPERATION	CREATIVE COOPERATION	Correlation 1.000	1.000	.222	-.043
		Significance (2-tailed) df	.295 62	.078 62	.734 62
ENTREPRENEURIAL SATISFACTION	ENTREPRENEURIAL SATISFACTION	Correlation -.037	.222	1.000	-.213
		Significance (2-tailed) df	.774 62	.078 62	.091 62
BUSINESS SUCCESS	BUSINESS SUCCESS	Correlation -.444	-.043	-.213	1.000
		Significance (2-tailed) df	.000 62	.734 62	.091 62

Our hypothesis five shows the extent to which culture can moderate the relationship between our variables. We could recall that our first hypothesis had a coefficient of 0.557 and a p-value of 0.000. When culture is introduced, the coefficient changes to -0.037 and the p-value increases to 0.774 which is higher than alpha. Our second hypothesis showed a correlation coefficient of 0.726 and a p-value of 0.000. When culture is introduced, the coefficient becomes -0.444 but the p-value remains constant. The same changes applies to other relationships in our variables. This shows that culture significantly moderates the relationship between work habit and entrepreneurial success.

XIV. Discussions, Conclusion and Recommendation

In this section, the discussion of the findings and the attendant implication are presented. Conclusions and recommendations are made. The results of the present study are consistent with the notion that there is a significant relationship between work habit and entrepreneur success. The results from the findings indicates that there is a positive and significant relationship among all the dimensions of work habit (interpersonal leadership and creative cooperation) and the measures of entrepreneurial success (branch expansion and entrepreneurial satisfaction) This means that Entrepreneurs who sustain good habits through abstract thinking, disciplined life style and setting macro goals and micro quotas could be said to be successful. This can be in line with the findings of (Covey 2014; Collins 2007). It was also revealed that culture moderates the relationship between work habit and entrepreneur success. Results showed that entrepreneurs in these three industrial subsector adopted a competitive work culture. This affected the relationship between work habit and entrepreneur success. Hence, it could be said that a well define organisational culture has positive effect on the work habits of the entrepreneur. There must be a collaborative work style where all employees in the organisation put efforts together to achieve common goals of the organisation. It is reasonable to conclude that there is a positive relationship between other measures of work habit and entrepreneurial success. We should, however, add that despite the relevance and the appropriateness of this study at this time in the development of entrepreneurship in Nigeria, the sample size limits the extent to which we can make broad generalizations from the findings.

XV RECOMMENDATIONS.

Entrepreneurs should sustain good habits through abstract thinking and disciplined life style.

- When dealing with conflict at workplace, entrepreneurs should be able to create a win-win scenario where one party is willingly to sacrifice something to benefit the other.
- Entrepreneurs must sustain and support a positive work culture where there is collaborative working style where all employees in the organisation put efforts together to achieve common goals of the organisation

➤ Suggestion for further research

There is need to expand the scope of this study by incorporating many other variables which can influence entrepreneur success. It is very likely that entrepreneurial success may depend on the situation in which the entrepreneur is located. There is need to conduct a wider study based on geographical location.

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AUTHOR PROFILE

Don- Baridam Letam is a Lecturer in the department of management sciences , Rivers State University , Nigeria. She is currently a PHD Student in the department of management at university of port Harcourt university.. Her research interests are in change management, organisation performance and Employee commitment.