

Effect of Entrepreneurial Competency on Quality Service Delivery

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Abstract

The purpose of the study was to investigate the effect of entrepreneurial competency and on quality service delivery. The specific objectives were to; examine the effect of entrepreneurial innovativeness on quality service delivery, investigate the effect of entrepreneurial creativity on quality service delivery, determine the effect of entrepreneurial competencies on quality service delivery. The study adopted a survey research design and primary data were collected from the population of the study using survey questionnaire. Data were collected from the population of the study using survey questionnaire. The population of the study consisted of 500 entrepreneurs operating their businesses within Calabar as of 2022 and who are registered with SMEDAN. Principal Component Analysis (PCA) was employed with the varimax rotation method to analyze the underlying structure of the inter-relationships among the items into a set of common dimensions. The findings of this study were summarized as follows: Entrepreneurial innovativeness is an important factor which distinguishes successful enterprises from failed ones, risk-taking is important for the improved service quality, entrepreneurial creativity enables enterprises to remain competitive through value propositions to customers in the form of new products. The study recommended that owners of hotels should continue to explore opportunities for new ventures that will bring solution to the needs of society. Also, owners of hotels should continue to innovate their operations to improve existing product and remain competitive.

Keywords: entrepreneurial competency, quality service delivery, entrepreneurial innovativeness, entrepreneurial creativity, entrepreneurial competencies

1. Introduction

Entrepreneurship has become a central issue in government around the world, perceivably, due to the fact that it is a key to achieving sustainable economic development through entrepreneurial efforts. Entrepreneurship, can be described as the process of creating something new with value, devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks and receiving the resulting rewards of monetary, personal satisfaction, and independence. Entrepreneurship is a process that starts with someone, the entrepreneur, recognizing an opportunity to create a new thing which has value, or carry on with an existing method or technology, but in an innovative way so as to transform something to reality (Saunders et al., 2017).

Exploitation of such an opportunity or business idea to create a new thing by the entrepreneur, will certainly involve a preliminary investigative tool like feasibility study and analysis, to carefully evaluate industry and market potential, product or service and financial feasibility study of the business idea. If the business idea is not

viable, the entrepreneur is at liberty to drop or forget about it. But, if it is viable and promising, the entrepreneur will then build a planning tool called business plan to transform the business idea to reality. Thus, the business plan builds on the foundation already laid by the feasibility study, and helps the entrepreneur on how to acquire the necessary financing to launch and operate his business (Desai, 2023).

Entrepreneurship is a powerful force that drives creativity, innovation, productivity, job creation and economic growth. Entrepreneurial sustainability in terms of entrepreneurial innovativeness, entrepreneurial creativity and entrepreneurial competencies affect quality service delivery. It is a process that gives individuals opportunities to exploit their potential, create jobs for themselves and others, so as to take charge of their own destinies. In Nigeria, development of entrepreneurial activities and innovation, have manifested in virtually all aspects of the economy via agriculture and agriculture value chain, electronics, information and communication technology (ICT), handicraft making (weaving, embroidery, pottery, dying, etc.), food vending and restaurants, micro finance, and micro businesses. These entrepreneurial efforts have contributed to the attainment of some of the nation's economic development objectives, such as job creation for the growing rural and urban labor force, income redistribution, utilization of local raw materials and technology, increase in revenue base of government (through taxes, tariffs and duties), as well as production of intermediate goods to strengthen inter and intra industrial linkages (Fasua, 2016).

The development of a country is intricately connected to the number and quality of entrepreneurs in that country. In other words, the higher the number and quality of entrepreneurs in a country, the higher the level of economic development and growth. As a result, countries with a high level of entrepreneurial activities tend to be better off economically. The entrepreneur, therefore, is as important agent of innovation, creativity, and sustainable development of Nigeria (Nsawah, 2014). This study therefore intends to investigate entrepreneurial competency and quality service delivery in selected hotels in Calabar Metropolis. The specific objectives are to;

- 1) To examine the relationship between entrepreneurial innovativeness and quality service delivery.
- 2) To investigate the relationship between entrepreneurial creativity and quality service delivery.
- 3) To determine the relationship between entrepreneurial competencies and quality service delivery.

2. Theoretical Framework

This study is underpinned by theories relating to the entrepreneurship. The concept of entrepreneurship as is used in this study.

2.1 Innovation Theory of Schumpeter

This theory of innovation was first advocated by Schumpeter in 1949. Schumpeter sees entrepreneurship as catalyst that disrupts the stationary flow of the economy, and so initiates and sustains the process of development (Bird, 2019). He introduced the concept of innovation as a critical factor in entrepreneurship. The concept of innovation, according to Bird (2019), has five arms:

- 1) The introduction of a new product with which consumers are not yet familiar, or introduction of a new quality of a product that is in existence already.
- 2) The introduction of a new method of production that has not been tested.
- 3) The opening of new market that a particular brand of a product has not entered, whether or not the market existed before.
- 4) Having a new source of supply of raw materials, and
- 5) The carrying out of new organization of any industry.

Ubom (2023) states that Schumpeter is the first major theorist that puts the human agent at the center of the process of economic development; his function is to innovate or carry out new combinations. However, he made a distinction between an innovator and an inventor, when he stated that an inventor discovers new methods and new materials, while an innovator is the one who utilizes and applies these inventions to make new combinations to achieve economic performance. It is clear that the innovating entrepreneur has contributed tremendously to the rise of modern capitalism. Nsawah (2014) claims that the innovative theory drives the enterprising spirit of the entrepreneur.

3. Literature Review

The concept of entrepreneurship has evolved for more than two centuries. The concept evokes varying meanings and interpretations, depending on the perspective of the user. The term entrepreneur is derived from the French verb *entreprendre*, which means to undertake, to attempt, to try in hand, to contract for, to adventure or to try (Iwok & Akpanuko, 2014). Oyinlola (2023) described entrepreneurship as the attempt to create value through recognition of business opportunity, the management of risk taking appropriate to the opportunity, and

management skills to mobilize human, financial and material resources necessary to bring project to fruition (Desai, 2023). But in all these, an entrepreneur is seen as a person who has the initiative, skill for innovation, and who looks for high achievements (Parker, 2016).

Hisrich, Peters and Shepherd (2018) believe entrepreneurship is a process that helps to create something new that has value, considering the risks and reward. It is a process that starts with someone, the entrepreneur, who recognizes an opportunity to do something that is new and original (Ahmed & Hoffman, 2017; Parker, 2020). According to Todaro and Smith (2016) described an entrepreneur as a rational decision maker who takes risk to provide management for the firm. Entrepreneur as an individual who understood the formation of an organization for commercial purposes (Desai, 2023; Fasau, 2016). The term, entrepreneur, subsequently became a common description for business and the fourth factor in Economics. Nsowah (2014) referring to Nsowah (2016), identified three important components of entrepreneurship:

- 1) Entrepreneurship consists of basic personality characteristics which mix together values, abilities, and motivation. These include: creativity, innovation, assertiveness, which are somehow innate to the individual.
- 2) Entrepreneurship is viewed in terms of enterprise attributes like planning systematically, seeking and acting on opportunities, among others.
- 3) Entrepreneurship goes beyond individual attributes to the performance of an economic or social role like managing a small business ranging from wayside workshop to a high technology company.

4. Quality Service Delivery

Services relate both to the provision of tangible public goods and intangible services. It involves the performance of work or duty by an official or an act of helping others, or power to control or makes use of resources, or an organization or system providing the public with something useful to meet their demands (Ikwaako, 2021; Smelser, 2016; Pearson, 2020). The act of delivery is the process of producing or performing, handing over, taking goods to the intended recipient, or producing results as promised or expected. Service delivery connotes the provision of public activities, benefits or satisfactions. Utilitarian approach holds that moral behavior produces the greatest good for the greatest number. Under this approach, a decision maker is expected to consider the effect of each decision alternative on all parties and select the one that optimizes the satisfaction for the greatest number of people. Thus, an act is judged right or wrong based on its consequences — whether the consequences produce happiness or pain. If an action produces an excess of happiness over pain, then it is right; otherwise, it is wrong.

In order words, the greatest happiness of the greatest number determines the morality of an action. In a working environment, there is an employer and the employee who keeps the activities of the institution rolling in order to achieve the predetermined objectives towards an efficient and effective service delivery. In the case of organization, the rendering of services for the general welfare of the community served is the main domain for its establishment and existence. Service delivery in the public sector follows a variety of approaches in terms of value systems, legislation, legal rules. In the execution of their daily functions, officials cannot discharge their authority at will, but their conduct or behavior is monitored, controlled, supervised and managed for maximum productivity, hence the code of ethics and/or ethical principles (Cerin, 2016; Dernbach, 2023; Stoddart, 2021).

Embodied in the principles are guidelines from the body politic (such as political supremacy, public accountability and tenets of democracy); guidelines from community values (they include religious doctrines and value systems, fairness and reasonableness, balanced decision making, thoroughness, probity and honesty, and efficiency and effectiveness); and prescribed guidelines. The effect of inadequate control and accountability on service delivery has been widely acknowledged by scholars. Elements of accountability are responsibility conferred, obligation to report back on the degree of the responsibility, optional monitoring to ensure accountability and possible sanctions for non-performance. If there is lack or deficient or inadequate control and accountability in financial institution, there would be dishonest officials who would exploit the situation for their own benefit and interest. This in a long run will make service delivery to suffer as resources will be utilized in the wrong way than for the general welfare of the community served. Lack of accountability usually leads to inefficient standardized actions, poor planning on the part of top management and help increase malpractices and wastes towards available limited resources in meeting an ever-increasing wants (Porter & Van der Linde, 2015).

5. Entrepreneurial Competencies

A pertinent starting point in conceptualizing entrepreneurial competencies is to first define competence. A competence is simply the ability, which an individual requires to do assigned job. In the words of Fasua (2016) competence is “A work related concept which refers to areas of work at which the person is competent”. Therefore, competent employees or individuals are those who meet their performance expectations. In management literature, “competencies”, is used to describe the set of disparate skills managers require to help

them perform their jobs. These skills are identified and effectively initiated in training courses or programmes. Competencies therefore constitute a cluster of related knowledge, attitudes, and skills, which an individual acquires and uses together, to produce outstanding performance in any given area of responsibility. In fact, in competency-based training all three factors — knowledge, attitudes and skills must be effectively addressed, and taught in an integrated manner. This is the only way outstanding performance can be achieved.

Entrepreneurial competencies, therefore, include those clusters of related knowledge, attitudes, and skills which an entrepreneur must acquire through managerial training and development to enable him produce outstanding performance, and maximize profit, while managing a business venture or an enterprise. Quite often, less attention is paid to these critical success variables; rather attention is focused mainly on financial resources. Business or entrepreneurial failures are readily attributed to inadequacy of financial resources. This calls for a shift in paradigm, in rethinking about entrepreneurial failures, by focusing on entrepreneurial competencies as the missing links to successful entrepreneurship. Desai (2023) notes that the small-scale business enterprises can achieve high level of productivity through the application of what he calls the people-based approaches or techniques, such as employee motivation, organizational communication, employee training and development, participation in decision making, among others. Emphasis must be re-focused in developing entrepreneurial competencies in the entrepreneurs to enable them contribute maximally to the economic development of the society.

5.1 Entrepreneurial Competencies and Service Quality

Entrepreneurial competencies have important role to play in entrepreneurship, in Nigeria. This section presents a critical analysis of the following entrepreneurial competencies, which we consider as the missing links to successful entrepreneurship.

5.2 Time Management

Time management has been an area of concern for individuals, corporate bodies and entrepreneurs in particular. Few things are more important to us than learning to save time and how to spend it wisely. Fasua (2016) notes that “Time is a scare resource, it is irreplaceable and irreversible”. If we see time as a scare resource, we will choose the best and wisest way to spend it. This principle applies to us all in most areas of our lives. But it is especially true in the world of work. For the potential demands and pressures on our time greatly outweigh what is available. We have to choose our ends wisely and achieve them. Time discipline can be applied to any end. It is a transferable skill. In history there had been a shift from religious to secular ends especially the making of money. That is not irreversible. There is no reason why the principles of time management now taught in a business context cannot be applied to spiritual and intellectual life. The adage that “Time is money” is often referred to as the businessman’s proverb and this can help us towards a personal philosophy of time. The point of the analogy is that both time and money are limited resources. Therefore, time (like money) is a valuable commodity.

It can be borrowed, saved or squandered. The “time is money” analogy is operational not a mere literary ornament. It is a positive and practical help to look upon time as money. For money is a widespread yardstick of value. If we see our time as being more valuable than money, we have it about right. As most of us try to save our money and invest wisely, we should also try to avoid wasting our time and to invest it with energy to good effect. Fasua (2016) identifies some common time consuming activities to include slow decision making, inability to delegate, unnecessary interruptions, appointments that fail to take place, delays while traveling, poorly conducted meetings, procrastination, etc. He suggests that all entrepreneurs need to learn how to manage their time effectively by carrying out activities such as: quick decision making habits, keeping diaries, delegating duties, avoiding unnecessary interruptions, properly conducted meetings, avoiding queues, selecting and following priorities, etc. A successful entrepreneur is an effective time manager.

5.3 Communication

Fasua (2016) defines communication as the transfer of ideas from the sender to the receiver. It is an indispensable management tool. According to Desai (2023) the specific goals of communication in an organization “are to influence, inform and/or to express feelings”. The entrepreneur therefore requires effective communication skills.

5.4 Human Resources Management

Human resources of most companies are the most difficult to obtain, the most expensive to maintain and the hardest to retain. Capital and materials are of equal importance to the organization but inanimate and unemotional, they demand no understanding of human needs and motivations for their effective utilization. Fasua (2016) notes that “All the activities of any enterprise are initiated and determined by the persons who make up the institution. Plans, offices, computer automated equipment and all else that a modern firm uses are unproductive except for human effort and direction”. Nsowah (2014) sees human resources as the most dynamic

of all the organization's resources that need considerable attention from the organization's management if they are to realize their full potential in their work.

The entrepreneur needs to put in place both human resources (labour) and capital resources (money, machinery, materials and methods) in order to achieve the overall organizational goals and objectives. Without acquisition of human resource management skills, the capital resources earlier mentioned cannot be effectively used. The effective management of the human resources of an organization determines the success or failure of the organization because all other resources (inanimate) depend on the human element. The entrepreneur must follow important procedures for interviewing, hiring, evaluating and preparing job description for new employees. Instituting an effective organizational culture can also be useful in human resources management.

5.5 Leadership

Leadership is the most important single factor in determining business success or failure in our competitive, turbulent, fast moving global economy. The quality of leadership is the decisive strength or weakness of organizations and institutions. The ability to produce the necessary leadership is the key determinant of achievement in all-human activities. According to Fasua (2016), "successful entrepreneurs are successful leaders, they have power and motivate the entrepreneurial venture". In other words, for an entrepreneur to succeed, he/she must have the ability to direct the organization and persuade others to seek defined objective enthusiastically. You become a leader in your business and in the world around you by practicing the qualities and behaviors of leaders who have gone before you. Like any set of skills, leadership is developed by practice and repetition, over and over again, until you master it. Entrepreneurs are creative individuals with unique leadership qualities and personal styles. As astute leaders, "They seek opportunities, initiate projects, gather the physical, financial and human resources needed to carry out projects, set goals for themselves and others, and direct and guide others to accomplish goals". Effective leadership is a potent tool in the hands of the entrepreneur, which helps him to turn his business vision into reality.

5.6 Financial Management

Every business enterprise requires capital with which to start its operations. Capital here means two things; money needed to start and operate the business and assets, which represent the resources provided by owners and creditors of the business. The extent of the need for capital must be determined, feasibility study must be carried out, then sources of the needed capital found. Fasua (2016) identifies that one of the characteristics of a successful entrepreneur is his/her ability to source for funds for his enterprise. These funds have to be properly managed to ensure that at any point in time, there will be adequate funds to cater for the day to day running of the enterprise.

5.7 Innovativeness

Simply being a caretaker or administrator of a business will result in economic growth, diversification and sustainable productivity. Innovation is the factor for meeting these needs of society, which are forever changing. Desai (2013) clearly sees the concept of innovation as an important tool of the entrepreneur and also agrees with other scholars before him. In the division of innovation into five types namely:

- Introduction of a new product or service that is an improvement in the quality of the existing products are services.
- Introduction of a new method that increases productivity.
- The opening up of a new market, in particular an export market in new territory.
- The conquest of a new source of supply of raw materials, half-manufactured products or alternative materials and
- The creation of a new organization. He also contends that innovation "does not necessarily mean developing something earth shaking and profound... a simple adjustment can do the trick".

Many innovations stem from problems, which are turned to ultimate advantages. The argument is that other people around the entrepreneur are or may be exposed to the same opportunities, yet they may not be seen by any of the people, or if seen, they may not have the ambition or the courage to take advantage of them (Fasua, 2016). Thus, he argues, "although Henry Ford did not invent the automobile, he however applied new ways of mass production that turn out cars cheaply enough so that most people could afford them". So to Burch, Ford performed not only manufacturing and product innovation but also market innovation. Innovation, therefore, "is doing something different from the hard". To Desai (2023), an entrepreneur motivated by money profits introduces an innovation, which consists of a new production function, raising the marginal productivity of the various factors of production. Into this flow, therefore, the private entrepreneur, pushed by his own self-interest, does something new and "different from the hero" which will eventually give him more advantages and profits.

5.8 Sustainability in Entrepreneurship

The concept of the entrepreneur is not a new one in economic analysis. Desai (2023), who is frequently referred to in the literature as the earliest person to present comprehensive and systematic treatise in political economy, was probably the first to discuss the concept of the entrepreneur. To him, entrepreneurs are the farmers and the merchants but further distinguish between the owner and the entrepreneur, though they did not present a clear-cut distinction. There are at least three important conceptualizations of the entrepreneur in orthodox economic literature (Nafziger, 2017). First, it is seen as the fourth factor of production who coordinates and hires the others (Waldras, 2014); second, as the innovator, that is one who carries out new combinations and third, as the ultimate decision maker in the enterprise one who commits the capital and bears the risk.

There is a need to examine these definitions in some depth so as to find one that is not only satisfactory theoretically, but can also be used empirically in a field study. The definition of Gupta and Gupta (2023) discusses the entrepreneur as a profit maximiser who enters and leaves the industry as he sees fit. This definition is not adequate because it is not sufficiently rigorous for the researcher in the field to identify with certainty the person or persons in a business who coordinate and hire land labour and capital (Iwoke & Akpauko, 2014). In the same vein, the Schumpeterian definition of the entrepreneur as an innovator is in a way limited. This is because in less developed economies, where majority of the entrepreneurs are trading entrepreneurs whose idea of innovation consists in opening of new markets, then this definition is useless. The arguments here was that in light of the probabilities of technical transfers from advance countries, undue emphasis should not as a matter of fact, be put on the development of entirely new combination. In this view, the Schumpeterian definition of conception of the entrepreneur could be adjusted, according to Nwoke (2023) to embrace “those who adapt and modify already existing innovations”.

5.9 Empirical Literature

Fasua (2016) investigated Entrepreneurship and competency: Strategy for Sustainable Development. Sustainable development is must for every developing economy especially in Nigeria. To achieve sustainable development, nations must develop infrastructure. Entrepreneurship and competency are therefore a panacea to guarantee first amiable development. The aim of this paper x-ray, theoretically and empirically, how entrepreneurship can be encouraged among Nigerian youths while encouraging entrepreneurship competency among Nigerian Varsities to develop the minds of these youths. The paper adopted an empirical approach where 300 small scale entrepreneurs and 300 students were surveyed using simple random sampling technique. Pearson product moment correlation was used in the study. It was therefore discovered that the majority of youths vices like kidnapping, militancy, unemployment, poverty etc. can greatly be reduced by engaging youths in entrepreneurship ventures. Among other things, it was recommended that government should mobilize competent entrepreneurship personnel to move round schools and communities using both formal and informal approaches to train and retrain youths and adults, literates and illiterates, employed and unemployed.

Nsowah (2014) studied the role of Incubation in Women Entrepreneurship Development in Pakistan. Business incubation is one of the implementation tools of government's strategy for facilitating women entrepreneurship development in Pakistan. Purpose of this study was to measure the importance and effectiveness of incubation services for women entrepreneurs in Pakistan. Study was carried out by using survey method. Tenants from a women specific incubator participated in this survey. Self-administered questionnaire measuring the importance and effectiveness of 34 incubation services was incorporated in this study. Results revealed that tenants perceived all the investigated incubation services very important for the success of their businesses. However, difference in perceived importance and perceived effectiveness, for majority of the incubation services, has been found.

Desai (2023) examined an exploratory study on the work-life balance of women entrepreneurs in south India. Therefore, the major objective of the present study was to develop and validate an appropriate tool to illustrate the work-life balance (WLB) issues faced by women entrepreneurs of South India. We also sought to understand the important factors influencing the WLB of these women entrepreneurs. To achieve this end, data were collected by area sampling (cluster-random) paired with semi-structured interviews and a questionnaire. The generated data were subjected to standard statistical procedures, such as factor analysis, regression analysis, analysis of variance (ANOVA) and student's t-test. The five-point psychometric tool developed consisted of 39 statements related to five factors. Each of the statements possessed adequate reliability and validity. This study revealed that role overload, dependent care issues, quality of health, problems in time management and lack of proper social support are the major factors influencing the WLB of women entrepreneurs in India. Furthermore, even though the vast majority of the entrepreneurs examined in this study suffers from WLB issues, there are significant differences in the level of WLB issues faced by the various categories of women entrepreneurs. The present study provides recommendations for human resource professionals, management consultants, academicians and women entrepreneurs themselves to deal with the major WLB issues faced by Indian women

entrepreneurs.

Stoddart (2021) assessed the entrepreneurial start-up process: the role of social capital and the social economic condition. This study has three main objectives: predicting the existence of entrepreneurial behavioral intentions in different socio-economic conditions; examining how entrepreneurial behavioural intentions formulate entrepreneurial behaviour; and identifying how social capital influences this relationship. It also aims to reveal the differences between entrepreneurs in a relatively mature free market economy (Taiwan) and a newly emerging free market economy (Mongolia). The analysis shows that socio-economic conditions affect the formation of entrepreneurial intentions. There are different approaches to building social capital in a relatively mature market and its newly emerging counterpart. The tendency of having high trust and social ties was found in Taiwanese entrepreneurs, while monitoring is commonly found among Mongolian entrepreneurs.

Todaro and Smith (2016) evaluated necessity of entrepreneurship education: research among entrepreneurs and potential entrepreneurs in Serbia Entrepreneurship education field is very complex. Studies have shown that the effects of entrepreneurship education are mixed and contradictory and authors' opinions range from unconditional support to doubts into its justification. The study explores the entrepreneurship education perception of the existing entrepreneurs and of those who want to become entrepreneurs, whether it is necessary and adequate in their surroundings. The research has been conducted among 200 examinees on a Serbian municipal environment example. The research implications show the necessity of the entrepreneurship education and justification of its purpose, and the efforts should be directed towards its better quality and results.

Dernbach (2023) supporting the entrepreneurship development in the agriculture production cooperatives. The purpose of this study was to recognize the supporting mechanisms for entrepreneurship development in agriculture production cooperatives. It is an applicatory and investigational study. The statistical population is 492 managing directors of Khuzestan agriculture production cooperatives; by a multi-stage sampling, 101 cooperatives were selected. Questionnaire was the data compilation instrument. Results showed that intersectional relationship for developing the entrepreneurship is the first priority of cooperation sectors, other priorities are arranging governmental essential instructions for supporting and developing the entrepreneurship, creating supportive networks for the sectors entrepreneurs, establishing centers for developing the entrepreneurship in the cooperation sector, and identifying and resolving the structural barriers and limitations of entrepreneurship development in the cooperation sector. Factor analysis was used to analyze and categorize these strategies; five factors, which are the financial (18.84%), researching (17.19%), organizational (17.1%), informational (14.43%), and training supports (12.85%), clarify about 80.41% of the variance related to the supportive strategies for agriculture production cooperatives in developing the entrepreneurship.

Ubom (2023) examined student's entrepreneurial skills: An academia's perspective. The main purpose of this study was to investigate how universities could be manipulated towards polishing entrepreneurial skills of their graduates. Based on Krejcie and Morgan sample size table, a group of 110 academics out of an access population (N=382) of Bu-Ali Sina academic staff were randomly selected. A questionnaire was designed and then validated asking a panel of experts for their comments. Reliability of the instrument calculated to be 0.90 in alpha Cronbach's scale. Results of the enquiry indicated that cooperation of universities with other local organizations (for example, outreach programs), elaborately directed apprenticeship courses, up-to- date educational content (in response to cutting edge technologies) and use of creativity- centered methods of teaching were mentioned to be the most effective enhancing entrepreneurial skills of graduates, according to BASU academic staff. An exploratory factor analysis that followed revealed that a number of activities labeled as orientation and a group of variables named auxiliary proved to be the most and the least influential factors, respectively, towards having university graduates with enhanced entrepreneurial skills.

6. Research Methodology

The study adopted a survey research design which is cross-sectional in nature. Primary data were collected from the population of the study using survey questionnaire. Data were collected from the population of the study using survey questionnaire and analysed to report the finding at a point in time. The population of the study consisted of 500 entrepreneurs operating their businesses within Calabar as at 2022 and who are registered with SMEDAN. Stratified and simple random sampling technique was adopted to select businesses from the 3 hotels. The questionnaire was distributed based on proportionate sampling procedure to arrive at a sample size for each senatorial zone. Primary data was used for the study in order to guide the researcher in making meaningful findings and conclusions. The study obtained the data through administering of questionnaire to registered hotels in Calabar. The data gathered for this study were analyzed using descriptive and inferential statistics. As such the combined effect of the three independent variables i.e., entrepreneurial innovativeness, entrepreneurial creativity, entrepreneurial competencies on the dependent variable. Quality service delivery was determined on Multiple Regression as:

$$QSD = \alpha_0 + \beta_1 EI + \beta_2 EC + \beta_3 ECC + \varepsilon$$

Where: QSD = Quality service delivery, EI = Entrepreneurial Innovativeness, EC= Entrepreneurial creativity; ECC = Entrepreneurial competencies; α_0 = Constant (value of the dependent variable when the independent variable is zero), β = Regression Coefficient, ε = Error Term.

6.1 Factor Analysis

Principal Component Analysis (PCA) was employed with the varimax rotation method to analyse the underlying structure of the inter-relationships among the items into a set of common dimensions. The PCA was carried out for both the dependent variable and independent variables to show which set of items hangs together as a group or is answered most similarly by the participants.

Table 1. Result of the Exploratory Factor Analysis for the Test Items Measuring the Constructs

Variable	Item code	SFL (λ)	λ^2	Cronbach's Alpha A	Eigen value	AVE	KMO	χ^2
QSD	SP3	.72	.51					
	SP4	.78	.60	.71	2.12	54.07	.73	223.9*
	SP5	.78	.61					
	SP6	.68	.50					
Entrepreneurial innovativeness	ER1	.58	.81					
	ER2	.75	.79					
	ER3	.71	.54	.71	2.37	47.42	.64	367.7*
	ER5	.67	.77					
Entrepreneurial creativity	ER6	.77	.62					
	EI3	.81	.65					
	EI4	.79	.62	.71	1.89	63.31	.68	169.1*
	EI5	.79	.63					
Entrepreneurial competencies	EE3	.77	.59					
	EE4	.75	.56					
	EE5	.72	.52	.72	2.17	54.34	.75	214.3*
	EP5	.75	.56					

Source: Researcher's compilation, 2024. * significant at < 1%.

Table 1 depicts the result of the exploratory factor analysis. The result shows that the four out of the six test items measuring the criterion variable loaded highly on a single factor with standardized factor loading, that is SFL (λ) values of 0.715, 0.777, 0.780 and 0.682 respectively. The Eigenvalue of 2.12 accounts for about 54 per cent of the average variance extracted (AVE). This indicates that the structure is well-defined and the factor explains about 51, 60, 61 and 50 per cent of the variation, or communalities (λ^2) in the distribution of the four items, implying that the test items are significant measures of quality service.

The Kaiser-Meyer-Olkin (KMO) value of 0.732 and Bartlett's test of sphericity ($\chi^2 = 223.91$, $p = 0.000$) confirms the adequacy of the sample size, while the Cronbach's alpha (α) of 0.71 shows that the items are consistent measures of the construct. Test item numbers 1 and 2 which failed the validity test were deleted from the test battery. For the predictor variables, the result of the exploratory factor analysis shows that test items are good measures of the constructs representing the each of the variables. For the first predictor, entrepreneurial risk taking, the result shows that five out of the six test items loaded well with SFL values of 0.582, 0.750, 0.706, 0.670 and 0.723 respectively. The Eigenvalue of 2.37 is indicative of well-defined structure and accounts for about 47 per cent of the variance in the distribution of the items.

The Factor explains about 81, 79, 54, 77 and 62 per cent of the variation in the communalities of the distribution of the items. The result show that the test items are significant measures of pay-for-performance. The Kaiser-Meyer-Olkin (KMO) value of 0.644 and confirms the adequacy of the sample size, and the Bartlett's test of sphericity ($\chi^2 = 367.7$, $p = 0.000$) indicates that the correlation among the test items is significant. The standardized Cronbach-Alpha of 0.71 also confirm that the items measure the variable consistently.

The result implies that the five test items measure entrepreneurial risk taking consistently. However, test item number 4 failed the validity test and was removed from the test battery. For the predictor, entrepreneurial innovation, the result shows that three out of the six test items measuring the variable have SFL of 0.807, 0.789 and 0.791, and eigenvalue of 1.89 which accounts for about 63 per cent of the variance. The result implies that the test items are significant, and the factor explains about 65, 62 and 63 per cent of the variation (λ^2) in the distribution of the test items.

The Kaiser-Meyer-Olkin (KMO) of 0.676 is significant, while the standardized Cronbach-Alpha of 0.71 confirms that all the items consistently measure the variable. Test item numbers 1, 2 and 6 failed the validity test, implying that they are not a valid measure of the variable. They were therefore deleted from the test battery. The exploratory factor analysis carried out in search for clusters for the test items measuring entrepreneurial expertise shows that the four out of the six test items loaded highly on a single factor with SFL of 0.765, 0.745, 0.723 and 0.714 with eigenvalue of 2.17 representing about 54 per cent of the variance. These results imply that the items are significant. The factor explains about 59, 56, 52 and 51 per cent of the variation {communalities (λ^2)}. The Kaiser-Meyer-Olkin (KMO) value of 0.754 Bartlett's test of sphericity, $\chi^2 = 214.31$ with $p = 0.000$ show that the sample size is adequate for this construct, while the standardized Cronbach-Alpha of 0.72 confirms that the items measure the variable consistently.

6.2 Preliminary Data Analysis

6.2.1 Descriptive Statistics

Table 2. Descriptive Statistics and Normality test

	QSD	EI	EC	ECC
Mean	3.63	3.77	3.68	3.66
Median	3.75	3.80	3.60	3.75
Maximum	5.0	5.0	5.0	5.0
Minimum	1.5	1.4	1.8	2.0
Std. Dev.	0.83	0.69	0.68	0.78
Skewness	-0.43	-0.61	-0.11	-0.18
Kurtosis	2.45	3.31	2.39	2.01
Jarque-Bera	13.40	20.59	5.42	4.18
Probability	0.000*	0.000*	0.000*	0.000*
VIF	-	1.73	2.07	2.27
Observations	200	200	200	200

Source: Researcher's Estimation, 2024. * denote significant at $>1\%$.

The result in Table 2 shows that the mean value for quality service is 3.63 while the standard deviation is 0.83. The maximum and minimum value are 5.00 and 1.50 respectively. For the predictor variables, the average values are 3.77 entrepreneurial innovativeness; 3.68 for entrepreneurial creativity; 3.66 for entrepreneurial competencies. The data has a greater number of small values as depicted in the values of skewness for all the variables in the series which are all negative, indicating that the distribution is negatively skewed. The general guideline states that a skewness value between -1 and $+1$ is considered excellent, but a value between -2 and $+2$ is generally considered acceptable. As can be seen in the result in Table 5, the values of skewness for all the variables are acceptable as the values are less than 1, implying that they failed the test of skewness. The values of kurtosis for all the variables are positive and greater than 2 indicating that the distribution is more peaked than normal. Just like the skewness, the general guideline is that if the kurtosis is greater than $+2$, the distribution is too peaked.

Therefore, the study concludes that all the variables in the data set are nonnormally distributed. One of the conditions for using the ordinary least squares regression for estimation is that the data is normally distributed, implying that the observations follow a normal (Gaussian) distribution. It is assumed that the population from which the samples are collected is normally distributed, and the null hypothesis is that "the sample distribution is normal." If the test of normality is significant, the distribution is non-normal. Using the Jarque-Bera tests to conduct the data normality test, the result shows that the data set (except for entrepreneurial innovation) is nonnormally distributed since the probabilities are significant at the 5% level. The test of multicollinearity

should that the variables are not intercorrelated as the variance inflation factors (VIF) are less than 10. This implies that the estimates from the regression results are good for drawing valid conclusions.

Table 3. Correlation Analysis

Variable	QSD	EI	EC	ECC
QSD	1			
EI	.541**	1		
	0.000			
EC	.588**	.550**	1	
	0.000	0.000		
ECC	.598**	.607**	.671**	1
	0.000	0.000	0.000	

Source: Researcher's compilation, 2024. ** significant at the 0.01 level (2-tailed).

The result of Pearson Correlation analysis technique which was employed to examine the association between the criterion and predictor variables reported in table 3 shows that all the predictors have a significant association with the criterion variable. The correlation result also shows that the association between the predictor variables and the criterion variable is positive.

Table 4. Heteroscedasticity test

<i>Breusch-Pagan-Godfrey Test</i>			
F-statistic	1.98	Prob. F (7, 308)	0.097
Obs*R-squared	7.86	Prob. Chi-Square (4)	0.097
Scaled explained SS	15.06	Prob. Chi-Square (4)	0.005
<i>Ramsey's RESET</i>			
		Df	
F-statistic	0.095	302	0.93
t-statistic	0.009	1,302	0.93
Likelihood ratio	0.009	1	0.92

Source: Researchers' computation, 2024 from E-view 10.

Since the respondents are drawn from different organizations, a test was conducted to ensure there is homoscedasticity. A highly heteroscedastic set of observations may lose efficiency properties when estimated with the ordinary least square technique. The Breusch-Pagan-Godfrey and the Ramsey's RESET were used for the analysis. The results reported in Table 4 revealed that the chi-square statistics for the Breusch-Pagan-Godfrey test is not significant at the 5 percent level, indicating the absence of heteroscedasticity in data set, implying that the null hypothesis of homoscedasticity should not be rejected. The results imply that the ordinary least square (OLS) technique can be used to estimate the study's model. However, because the study has several latent variates, it is important to estimate the separate multiple regression equations estimated simultaneously, thus dictating the adoption of SEM technique. The Ramsey's test shows that there is no error in the model specification as the p-value of the F-stat is greater than 0.05.

Table 5. Results for the Test of Hypotheses for the Model

Hypotheses	Constructs	Path	Constructs	Estimates (β)	p-value	Remark
H_1	QSD	<---	Entrepreneurial innovativeness	.183(3.37)	***	Significant

H_2	QSD	<---	Entrepreneurial creativity	.223(3.73)	***	Significant
H_3	QSD	<---	Entrepreneurial competencies	.219(3.51)	***	Significant
<i>Model Fit summary</i>						
	CMIN/DF	χ^2	RMSEA	CFI	RMR	RNI
	70.295	702.95	0.475		0.469	Nil

Source: Researcher's computation (2024) from IBM Statistic 26 AMOS. z-stat, *** significant at $\alpha < 1$ per cent. C.R. or t-values in parentheses.

The relationship between entrepreneurial innovativeness and quality service delivery as specified in Model on section 3.8, was examined to show the effect of entrepreneurial innovativeness on quality service delivery. The structural equation modelling was used for the estimation of the specified model. The result in Table 8 indicates that the coefficients of entrepreneurial innovativeness $\{c = 0.183, z = 3.37, p = 0.000\}$, entrepreneurial creativity $\{c = 0.223, z = 3.73, p = 0.000\}$; entrepreneurial competencies $\{c = 0.219, z = 3.51, p = 0.000\}$; are significant at >1 percent level, the probability of the z-values is > 0.01 . This implies that the three proxies of entrepreneurial sustainability examined in the study have significant influence on the quality service delivery. The Goodness-of-fit statistics are useful information for assessing the performance of the specified model. The Goodness-of-fit (GOF) statistics are: $\chi^2 = 702.95$ ($p = 0.000$); RMSEA = 0.475 ($p = 0.000$); GFI = 0.429; and RMR = 0.469.

The results show that chi-square statistics is significant against the a priori expectation for number of statistical variables ≤ 12 . The study has 5 variables. Similarly, the other GOF indices failed to meet the guidelines for using fit indices for the number of variables in the study. The guideline specified that for statistical variables ≤ 12 , CFI ≥ 0.95 ; RNI ≥ 0.95 ; RMSEA between 0.03 and 0.08 (i.e. $\geq 0.03 < 0.08$) and RMR ≤ 0.81 . However, it should be noted that these guidelines aim at providing an idea of how fit indices can be used rather than to suggest absolute rules for standards separating good and bad fit because no matter the GOF of a model, it must still satisfy the other criteria for validity (Hair *et al.*, 2014).

7. Summary of Findings

The findings of this study were summarized as follows:

- 1) There is a significant effect of entrepreneurial innovativeness on quality service delivery.
- 2) There is a significant effect of entrepreneurial creativity on quality service delivery.
- 3) There is a significant effect of entrepreneurial competencies on quality service delivery.

8. Conclusion

Based on the findings, this study has shown that entrepreneurial competencies are important for the success of hotels. Risk-taking is the hallmark of entrepreneurship. While risk must be taken if businesses are to make a profit, SMEs need to continually innovate to meet the changing needs of customers and remain competitive in the marketplace. Similarly, skills, capabilities and competencies enable enterprises to offer unique value propositions that increase patronage and ensure survival, while resilience provides a bedrock for commitment and dedication to providing value to customers despite environmental threats and pressure from competitors.

9. Recommendations

Based on the conclusions, the study makes the following recommendations:

- 1) Owners of hotels should continue to explore opportunities for new ventures that will bring solution to the needs of society.
- 2) Owners of hotels should continue to innovate their operations to improve existing product and remain competitive.

Owners of hotels should continue to upskill and retool their skills, capabilities and competencies to continue to offer cutting edge product to customers.

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