

**GOAL-SETTING AND RELATIONAL INTELLIGENCE TRAINING IN  
FOSTERING ENTREPRENEURIAL MOTIVATION AND  
ORGANISATIONAL SUCCESS AMONG SMALL-SCALE BUSINESS  
OWNERS IN IBADAN, NIGERIA**

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## **CERTIFICATION**

I attest that the research that resulted in the writing of this doctoral thesis was carried out by Victor Ayodeji FEHINTOLA with (Matric. no: 202204) in partial fulfilment of the requirement for the award of Doctor of Philosophy Degree under my supervision.

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## **DEDICATION**

This thesis is dedicated to the almighty God for sustaining me throughout my academic programme.

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## ABSTRACT

Entrepreneurial Motivation (EM) and Organisational Success (OS) are vital concepts within the field of entrepreneurship, considered indispensable for aspiring entrepreneurs and pivotal in fostering the growth of small-scale business owners. However, literature has shown that many small-scale business owners in Ibadan have inadequate EM and poor organisational performance. Previous studies on small-scale businesses concentrated more on traditional modes—business planning and strategy, financial management, and operational efficiency than on intervention using goal-setting and relational intelligence. This study, therefore, was designed to determine the effects of Goal-setting (GST) and Relational Intelligence Training (RIT) in fostering EM and OS among small-scale business owners in Ibadan, Nigeria. The moderating effects of Locus of Control (LoC) and Entrepreneurial Self-efficacy (ESe) were examined.

The McClelland's Human Motivation, Maslow's Hierarchy of Needs and Vroom's Performance-based Expectancy theories provided the framework, while the study adopted the pretest-post-test, control group, quasi-experimental design with a 3×2×3 factorial matrix. Three Local Government Areas (LGAs) (Akinyele, Ibadan North and Ibadan Northwest) were purposively selected based on the ample number of small-scale businesses. The cluster sampling technique was used in selecting relevant trade associations, while small business owners whose businesses were not performing optimally and whose owners have low motivation (adjudged by EM and OS screening scales) were purposively sampled in the selected LGAs. The participants were randomly assigned to GST (18), RIT (20), and Control (20) groups. The instruments used were EM ( $\alpha=.84$ ), OS ( $\alpha=.96$ ), Locus of Control ( $\alpha=.83$ ), and ESe ( $\alpha=.90$ ) scales. The training lasted nine weeks. Analysis of covariance and Bonferroni Post-hoc served as analytical tools at 0.05 level of significance.

There were significant main effects of training on EM ( $F_{(2, 45)}=6.46$ ; partial  $\eta^2=0.22$ ) and OS ( $F_{(2, 45)}=27.19$ ; partial  $\eta^2=0.55$ ). Entrepreneurs in RIT had the highest adjusted mean score (99.57) followed by those in the GST (94.14) and the control (81.96) groups on EM. On OS, entrepreneurs in RIT had the highest adjusted mean score (157.27), followed by those in the GST (141.45) and control (103.84) groups. There was a significant main effect of LoC on EM ( $F_{(1, 45)}=9.05$ ; partial  $\eta^2=0.17$ ) but not on OS. The participants with external LoC had a higher adjusted mean (96.14) than those with internal LoC (89.63). The main effects of ESe on EM and OS were not significant. There was a significant two-way interaction effect of training and LoC on OS ( $F_{(2, 45)}=5.08$ ; partial  $\eta^2=0.18$ ), in favour of participants with internal LoC in RIT group, but not on EM. The two-way interaction effects of training and ESe, as well as the two-way interaction effects of LoC and ESe were not significant on EM and OS. The three-way interaction effects were not significant on EM and OS.

Goal-setting and relational intelligence training fostered entrepreneurial motivation and organisational success of small-scale business owners in Ibadan, Nigeria. Personnel psychologists, human resource managers and entrepreneurs should utilise these interventions with consideration for locus of control.

**Keywords:** Small-scale business owners, Entrepreneurial self-efficacy, Locus of control, Goal-setting and Relational intelligence training.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

The study of entrepreneurship is a rich and multifaceted field that has captivated researchers from a diverse array of disciplines. From economics to sociology, psychology to political science, scholars have delved into the intricacies of the entrepreneurial process, examining different aspects from the personal and professional traits of successful entrepreneurs, to the motivations that drive them, the obstacles they encounter, and the impact they have on the economy and society at large. Entrepreneurship is the pursuit of creating wealth through the implementation of new and innovative ideas, products, or services, and it requires individuals who are willing to take on significant risks in terms of equity, time, and career commitment. These set of individuals contributes in driving innovation and shaping the modern economy, making them a subject of great interest to people from all walks of life.

Recently, there has been a widely held belief that entrepreneurship activities are crucial indicators of economic development for both developed and developing countries. The increasingly high unemployment rates and increase in the person-job ratio seemed to aid the impetus to increased entrepreneurship activities for youths and graduates. In Nigeria, as in many developing countries, entrepreneurship is often seen as a means to an end, a panacea for poverty, and a tool to make ends meet. In contrast, most developed countries consider it an important tool to increase their economic stability and power.

Specifically, in Nigeria's context, the growing number of people pursuing the path of entrepreneurship does not indicate an entrepreneur-friendly atmosphere. Instead, it is a pointer to the systemic failings on several fronts and a far cry from a working system. Entrepreneurship, which was not intended to be a survival mechanism

in its early stage, is recently considered a must-do thing that people must engage in to keep both body and soul together. It is glaring that the enormous entrepreneurship activities in Nigeria are majorly due to limited opportunities. As a result, the nature of businesses created on this premise is narrow; they remain small and lack the necessary motivation for expansion. The desperation of starting a venture with the sole aim of not going hungry has conditioned the mind of the Nigerian entrepreneurs to a dormant state. Although, capital is realized from such businesses, it is usually meant to cater to personal expenses as the aim of setting up such business is not to compete in the global market but to vend for their immediate needs.

Developed nations and developing countries have contrasting perspectives on entrepreneurship. A study conducted by Global Entrepreneurship Monitors (GEM) across 37 countries in 2002 revealed significant entrepreneurial activities worldwide (GEM, 2002). The study estimated the global number of entrepreneurs at 460 million (Please note that this data is outdated, and current statistics are likely to be much higher). Reynolds, Bygrave, Autio, Cox, and Hay (2002) acknowledged that a significant portion of individuals engaged in entrepreneurial ventures were motivated by the lack of job opportunities. Nigeria, like many struggling nations, faces numerous challenges such as unemployment and a high poverty rate, leading many of its citizens to embrace entrepreneurship as a means of survival.

While comparing entrepreneurship in different countries, a study suggested that the significant level of entrepreneurial activity in developing nations is due to the abundance of entrepreneurs who are highly motivated to solve pressing problems (Benouadni and El Cati, 2020). Developed nations have more innovative entrepreneurs than developing nations with more defensive or necessity entrepreneurs. Innovative entrepreneurs are business creators whose minds are not affected by their conditions but by environmental wants; they seek to satisfy customers and create new ideas to invent. Some entrepreneurs start a business out of necessity rather than because of market opportunities or innovative ideas. These individuals, known as necessity or defensive entrepreneurs, may be driven to start a business as a means of survival rather than by a desire to pursue new opportunities or create innovative products or services. This type of entrepreneurship is often driven by economic or personal circumstances, such as the need to provide for one's family or to compensate for a lack of other employment options (Kerr, Kerr and Tina, 2017). This category of entrepreneurs is

dominant in developing countries where poverty and lack of a well-paying job is the push for venturing into entrepreneurship.

As such, the definition of an entrepreneur invariably depends on what drives people into entrepreneurship. According to Bolton and Thompson (2000), an entrepreneur is someone who consistently generates and implements new ideas to create value in response to identified opportunities. Entrepreneurship, according to Onuoha (2007), is the process of establishing or reviving businesses, notably new firms, based on opportunities. These definitions highlight the importance of innovation and opportunity identification in the entrepreneurial process. Other scholars viewed entrepreneurs through the lens of starting any business, novel or formerly in existence, irrespective of what drives them or whether they solve any existing problems (Adepoju, 2003; Ahmad, 2013; Adeoye, 2015).

The import of the aforementioned views is that individuals may embark in the journey of entrepreneurship because of job dissatisfaction or lack of employment opportunities. However, they can find an entrepreneurial opportunity to exploit sooner or later in their career. In principle, entrepreneurs might move from necessity to opportunity entrepreneurship and vice versa. This change can happen many times across the life course of the entrepreneur. These differences indicated that the study of entrepreneurship needed to be tailored toward accommodating both the innovative and necessity entrepreneurs, as justified by Kerr, Kerr and Tina (2017).

With the prominent role, played by small-scale organisations in the advancement of a country's economy, the importance of exploring entrepreneurs' activities cannot be downplayed. Adeoye (2015) reported that long-term economic growth requires entrepreneurs' participation. Considering the demand for small businesses to succeed, entrepreneurs can no longer afford to experiment with their businesses. This justifies the rate at which government agencies in Nigeria demand the success of small-scale businesses. Evidently, various governmental and several non-governmental organisations in Nigeria are committed to regulating and supporting the activities of registered entrepreneurs, some of which are: The Manufacturer Association of Nigeria (MAN), National Association of Small and Medium Enterprises (NASME), National Poverty Eradication Programme (NAPEP), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) among many others. These organisations were established in Nigeria with the goal of fostering the

expansion and development of MSMEs and so promoting sustainable development. However, further research needed to be carried out in different areas of entrepreneurship to help increase the odds of small business entrepreneurs succeeding.

Entrepreneurial motivation research is a complicated and varied area that crosses many academic fields, including sociology, psychology, and economics. The various components that can affect a person's decision to start a business and the role motivation plays in successful entrepreneurial endeavours were examined in this study. A vital component of any business's success is motivation (Khan, Salamzadeh, Shah, and Hussain, 2021), and this is especially true for entrepreneurial ventures. A wide range of variables, including personal traits like ambition, self-assurance, and a penchant for taking risks, as well as monetary situations, business prospects, and influences from society and culture can motivate entrepreneurs. Understanding the different dynamics that drive entrepreneurial activity, the elements that influence a person's decision to pursue entrepreneurship, and the aspects that ultimately decide the success or failure of a business all depend on recognising the motivations of entrepreneurs.

While researches had been carried out on different aspect of entrepreneurship, (Mushtaq, Niazi, Hunjra, and Rehman, 2011) on entrepreneurial attitudes, (Williams, 2011) on path analytic study of factors influencing entrepreneurial intention; one aspect that has continually been eluded is entrepreneurial motivation, an area regarded by Hammed (2021) as 'having the capacity to improve the outcome of entrepreneurship'. Additionally, a significant portion of the entrepreneurial study on motivation has focused more on what drives an individual into entrepreneurship rather than the level of motivation experienced in an already established entrepreneur. This gap was addressed in this research by exploring the motivation of entrepreneurs already in business. According to Ismail, Husin, Rahim, Kamal, and Malt (2016), entrepreneurship requires not only capital and ideas, but also personal determination and motivation. Thus, motivation can drive an entrepreneur to work hard and strive for success, leading to the achievement of entrepreneurial goals and satisfaction.

Entrepreneurial motivation is a term that is widely and often used but seldom understood. Entrepreneurial motivation, according to Diefendorff and Chandler (2011), is the outcome of processes, within or outside of the individual, that generate desire and perseverance to undertake entrepreneurial action(s). Sujatha (2020) described



entrepreneurial motivation as the process that activate persistence in an individual, thereby experiencing transformation from an ordinary person into an influential business person who would create opportunities and contribute to business growth and wealth maximization. By implication, if business owners are motivated, they will consciously decide to engage in activities that will meet their desires. An entrepreneur who is motivated will be committed to putting in a certain level of effort over a period of time in order to achieve a specific goal. This combination of intensity, persistence, and direction is crucial for driving entrepreneurial success.

Entrepreneurial motivation is the psychological drive to pursue and achieve entrepreneurial goals. It is a dynamic construct that can change and evolve over time and is influenced by both biological and environmental factors (Nicolaou, Phan and Stephan, 2021). An entrepreneurial venture's success depends heavily on owner's motivation, serving as the fuel or power that drives the organisation forward. Just as a vehicle needs fuel to run, an organisation needs motivation to achieve its goals and succeed. It is then reasonable to say that those who own their businesses are incredibly motivated to succeed because entrepreneurs might have mortgaged their future and poured blood, sweat, and tears into the business. Considering this, entrepreneurial motivation is important because it can help individuals overcome the challenges and obstacles that they may encounter on the path to building and growing their own businesses. It is also a significant aspect in deciding an entrepreneur's success since it can inspire people to persevere in the face of obstacles and relentlessly explore for chances for advancement and innovation.

Venturing into entrepreneurship requires a high level of motivation; its absence or low level will likely hamper the many innovative ideas an entrepreneur may have. These ideas can crumble at the intention phase, as the requirements needed for taking the bold step of starting a venture are missing. Having stated this, the sustainability of small-scale businesses, especially in Nigeria, requires a higher level of motivation if compared to the level of motivation needed to start a venture. The fact that some entrepreneurs do not have the same level of motivation as in the early days of their entrepreneurial journey is enough reason to justify the assertion that a large number of Nigerian entrepreneurs quit entrepreneurship after less than two years of starting (Adeoye, 2015). There is also the issue that needs addressing; that of a booming youth population that requires encouragement and re-orientation to accomplish a shift from

jobs-seeking attitude to wealth and job creation. Considering the national population of over 190 million people, of which over 65% are people below the age of 35 years, it is vital to support or encourage youths' participation in entrepreneurship. Manuaka (2011) noted that further research needed to be carried out on different aspects of entrepreneurship.

The second criterion variable in this study is organisational success. Despite the significant amount of research that has been conducted on the variable, there are still gaps in the comprehension of this important area. One of the important challenges that can develop in the study of organisational success is the concept's departure from organisational performance. Although these two ideas are connected, they are not exactly the same, and failing to grasp this difference can result in erroneous interpretations and wrong approaches. The ability of a business to achieve its aims and objectives, such as profitability, market share, and customer happiness, is known as organisational performance (Ibrahim and Daniel, 2019). Organisational success, on the other hand, includes a wider range of results that go beyond just financial performance to include elements like social impact, sustainability, and employee well-being (Ng and Kee, 2013).

Since it promotes economic growth and the creation of jobs, success is crucial for society as a whole, and not only for business owners and entrepreneurs. For many years, researchers and practitioners in a range of disciplines, including administration, economics, sociology, and psychology, have concentrated their research on the subject of organisational performance. Gitman (2009) and Adeoye (2015) have examined the factors that contribute to organisational success in order to understand how organisations can achieve their goals and remain competitive in an increasingly dynamic and complex business environment.

Defining organisational success has been arduous for researchers since each organisation has a subjective basis on evaluating performance. Gitman (2009) noted that no single agreed-upon definition of business success exists. Previous studies have focused on two groups of metrics that are predominantly utilised to determine if a firm is successful: Financial measures of business performance and business owner satisfaction (Fodor and Pintea 2017). Despite previous research asserting the efficacy of using financial and satisfaction indicators. Reporting subjective feelings will help pinpoint indicators of success peculiar to each business.

Hartmann, Backmann, Newman, Brykman and Pidduck (2022) suggested that psychological perspective to organisational success should be considered in measuring business success, such as personal and family criteria. The authors suggested that psychological training can have a positive impact on organisational success. Interventions aimed at enhancing a person's performance and psychological functioning within an organisation are referred to as psychological training. These interventions may include techniques such as management of stress, training on emotional intelligence, effective communication training, etc.

According to a study by Luthans and Youssef (2004), people who had greater psychological capital were far more likely to report feeling more satisfied with their jobs, having less stress, and being more committed to their organisations, and that these individuals also had higher levels of productivity and lower absenteeism rates. The study established that psychological training can have a positive impact on organisational success by improving the psychological well-being and performance of individuals within the organisation. Notwithstanding, to further understand the precise mechanisms by which psychological training might boost organisation effectiveness and to determine the most efficient ways to implement these treatments, more research is required.

Notably, the success of an organisation undoubtedly depends on several parameters. These parameters differ amongst organisations since the criteria(s) used to measure performance in one organisation may not apply to others. For the most part, an organisation is measured by assessing its goals and evaluating how much has been accomplished. The accomplishment of an organisational goals in terms of various performance metrics, such as monetary perspective, customers, internal procedures, learning, and organisational effectiveness, is referred to as organisational success (Donsophon et al., 2016). Implicitly, setting defined organisational goals can assist a company monitor its progress and discover the tasks that require improvement to accomplish those business goals. Rouse (2018) emphasized that setting precise, attainable goals gives organisations a clearer path to success and the realization of their vision. Goals can help identify the purpose of an organisation, facilitate business development, and achieve its financial objectives.

The above, points to the fact that the success of an organisation cannot be determined solely by face assessment. Therefore, in order to assess its level of success,

an organisation must clearly describe its mission, vision, goals, and objectives. In the business sector, an organisation's mission statement plays a critical role in determining its performance, and fulfilling that objective is a key indicator of how successful an organisation is. Each organisation's mission and vision statements are distinctive and act as a yardstick for success. Grady (2006) noted that achieving goals and objectives and getting closer to the organisation's vision are good indicators of organisational success in the short term. Whitney (2010) used an equation to describe the factors that contribute to an organisation's success: mission + strategic objectives + exceptional performance. Success therefore involves not only attaining goals but also ensuring that they are in line with the mission and vision of the firm. An organisation's level of success can be assessed by doing this, which allows it to assess its performance and progress towards reaching its goals and objectives.

Over the decade, several factors have threatened the success of small-scale business organisations in Nigeria. Kale (2019) indicated that small-scale businesses fail to meet expectations due to problems, including infrastructure deficits, frequent policy changes and somersaults. Literature on the effects of policies of government on businesses reflected that policies enacted and implemented directly affect businesses either positively or negatively (Aderinto, David and Alabi, 2018). According to Akinyemi and Adejumo (2018), government policies and regulations, such as those related to taxes and business regulations, can significantly impact entrepreneurial activities.

Additionally, businesses are often subject to government policies and regulations that vary depending on the economy in which they operate, and these policies can shape and influence business practices (Akinyemi and Adejumo, 2018). For instance, some laws, such as minimum wage, can indirectly affect a company. Government policies will primarily depend on the political structure and culture in place. A politically stable environment will affect an organisation more positively than one in a politically fragile environment. A stable political atmosphere can ensure business-friendly decisions that encourage small businesses to spring. However, government policies cannot be regarded as the sole cause of business failure. Other contributors are not restricted to mistakes of the upper management, lack of experience, poor business location, financial mismanagement, foresight, poor planning, and lack of frequent and relevant training (Turnaround Management Society, 2018).

Previous interventions that have been used to maximize the chances of success among entrepreneurs have yielded little or no result, as evident in the shocking percentage of failure among start-ups. Hence, it becomes imperative to develop and examine new ways and means of helping small-scale business owners address the many challenges facing small-scale businesses. Adeoye (2015) noted that small-scale business owners needed to be subjected to a series of psychological approach to further improve their chances of success. Against the preceding background are the deficiencies of psychological training in minimizing failure among small businesses. In light of this, this study was conducted to determine how well goal-setting and relational intelligence training enhance organisational success and entrepreneurial motivation among small business owners in Ibadan, Nigeria.

Navigating life without a goal is equivalent to driving a car without a wheel. Goals are stabilizers and controllers for living a successful and desired life. Having a goal provides a sense of direction. Direction helps in focusing on life's aims. In order to obtain a competitive advantage, organisations are always seeking for new ways to accomplish goals because goal-setting is considered as a means of encouraging all employees to strive in the same direction (Mills, 2002). An organisation that does not have a goal is bound to achieve less in business.

Goal-setting has received a lot of attention from a broad community of counsellors, human resource managers, researchers, and other helping professions to achieve optimal performance in a work-related environment. Scholars have described the concept of goal-setting in some research works and its applicability to many sectors (Locke and Latham, 2019; Latham and Locke, 2020). This research examined the effectiveness of goal-setting training on entrepreneurial motivation and organisational success among small-scale business owners in Ibadan, Nigeria.

According to Grant (2012), goal-setting is defined as commencing a plan of action to motivate and direct an individual or group toward accomplishing the desired goal. This definition is one that is acceptable in this current study. Goal-setting training (GST) is a crucial component of organisational behaviour that calls for the creation of plans to inspire employees inside the organisation and aid in the accomplishment of stated objectives (Latham, 2016). Setting goals is crucial for an organisation because it ensures focus, boosts motivation, fosters the ability of groups to work together, and makes performance more measurable.

Setting goals is efficient for organisational management and can help with job appraisal and planning. This procedure is widely employed by many organisations across a wide range of human endeavours (Bipp and Kleingeld, 2011). However, statistics showed that not all businesses, managers, or academics are aware of how to do it correctly (Lee, 2015). A working goal is defined clearly and SMARTLY (which is an acronym for a goal-setting technique). In essence, the less ambiguous they are, the easier they will be to measure. It is evident as indicated earlier that, goal-setting training for employees is a guarantee means of enhancing organisational outcomes like enhanced intelligence, job satisfaction, and loyalty. On further reflection, it is vital that such training be tailored to the unique requirements of the organisation rather than the particular needs of the employee. As a result, the organisation will be better able to use goals as a roadmap to direct its route towards strategic decision-making and better prepare for upcoming changes. To make sure that these training programmes are not just another trendy management tactic with no real value, it is necessary to assess how effective they are in reaching the desired results.

The relevance of goal-setting was thoroughly evaluated by Mills (2002) as indicating a way of keeping score and that by helping employees identify their own objectives, managers are putting them on the path to accomplishing organisational goals. In line with the author's view, effective goal-setting training facilitates an increase in the possibility of attaining the objectives of an organisation. The strategy is focused on the vision, mission, and objectives that can make the future of the organisation an exciting one. Teo and Low (2016) asserted that goal-setting positively impacts employee productivity and can increase organisational success.

For an organisation to succeed, its employees must share the same goals and means of achievement (Davis, 2007). Otherwise, the organisation would face serious challenges in reaching its targets, decreasing effectiveness. The contemporary organisation depends on the manager's ability to set employee goals. Managers have to be skilled in setting and aligning goals for the betterment of the organisation. They have to be skilled in maintaining the progress of the organisations. Many managers, however, fail to set out challenging and realistic goals. This can only be achieved by training employees and managers in goal-setting techniques. Setting goals is a crucial component of business planning for entrepreneurs. It is, however, the work of human

resource managers and personnel psychologists to design and develop specialized goal-setting training for entrepreneurs.

Another training that was proposed in this study that could enhance entrepreneurial motivation and organisational success is relational intelligence training. While goal-setting training had been established in previous studies to be a relevant tool in fostering success among several entities, such is not the case for relational intelligence, as it is a relatively new terminology that has not been adequately explored and applied in the context of entrepreneurship in Nigeria. Higher-level skills (including abstract thinking, depiction, problem-solving, and decision-making), the capacity to learn, emotional intelligence, ingenuity, and adaptation to environmental demands are only a few of the components that make up the concept of intelligence. The origin of the term 'relational intelligence' cannot be ascertained because, not only is it a relatively new field of study coined from emotional intelligence, but also for the fact that several writers have attributed its origin to different authors such as Gauthier, Karl Albrecht and Esther Perel. Although, review of literature attributed its first usage to Gauthier in 1914 in his book *Savoir Relier*, it was however not developed nor popularised till recently by Esther Perel. While the concept was carved out of and very similar to emotional intelligence, relational intelligence is a term that focuses on how humans interact with others and understand other people's perspectives.

Zhang, Tan, Tao, Pham and Chen (2020) noted that relational intelligence comprises understanding how to interact with others and becoming attuned to their needs. In the workplace, Perel (2019) further emphasized relational intelligence as the capacity to connect with others and foster trust. The ability to relate to others is what enables one to establish boundaries, comprehend how others work, and develop coping mechanisms for conflict and betrayal of trust. Perel (2019) opined that no money, purpose, or even free food could compensate for a toxic relationship at work." Therefore, organisations should re-evaluate where they invest their time and resources and focus more on the quality of relationships in the workplace.

In today's global and interconnected world, organisations and their leaders face major issues encroaching on the relational side of life. Executives must cope with an ethics issue, a diversity challenge, a business in society challenge, and a stakeholder challenge to navigate their path successfully in the twenty-first century. This problem has a pertinent way of influencing leadership duties and responsibilities, which have a

relational dimension. The requirement to connect with stakeholders from varied cultural backgrounds within and outside the organisation, each with their own set of interests and values, needs leaders' capacity to engage and act interpersonally and ethically professionally.

Relational intelligence involves understanding and managing emotions, in order to effectively navigate relationships with others. This includes the capacity to recognize and understand one's own and others' emotions, values, and needs, as well as the ability to use this understanding to guide one's actions and behaviour towards others. Huseman (2012) posited that the level of intelligence people exhibits in all of these varied (family, friends, peers, supervisors, employees, the community, and the world) relationships is the measure of how successful they are in life. With the exploration of literature such as that of Perel (2019), it was established that some basic skills come with being relationally intelligent such as marketing skills, communication skills and effective interpersonal relationships; a set of skill which are necessary for the success of entrepreneurs. Krambia-Kapardis (2020) asserted that leaders need relational intelligence to cope emotionally and ethically with their challenges. The quality of relationships affects every sphere of human life, from being available for relatives, family, and loved ones, forming collaborations in business to making connections with superiors, co-workers, and customers.

The advantages of relational intelligence training are substantial since it enables people to take part in engaging experiential activities that improve their relational abilities and promote fruitful interpersonal and professional interactions. This type of training underlines the value of creating healthy relationships via shared learning and accountability. In the modern workplace, business organisations have discovered that effectiveness is not solely based on Intelligence Quotient (IQ). Instead, in order to succeed, employees must have strong interpersonal abilities. The way they behave, express their ideas, and start conversations with co-workers, bosses, and subordinates all play a crucial part in determining an organisation's success. As a result, relational intelligence has enormous value.

Relational Intelligent (RI) entrepreneurs can connect with other employees in the place of work, maintain respect for their boundaries, and exhibit mutual trust with co-workers. An employee with a high RI quotient can connect with people easily, understand people at work and their feelings, and also master the act of dealing with



quarrels, violations, and disagreements. These connections they make easily are extended to teamwork, with each member bringing their views on how to approach a task. Relational Intelligence makes employees identify people who like to have their spaces at work or work alone and those who will prefer carrying out duties with others (Perel, 2019). Apart from this, relational intelligence incorporates skills like communication, marketing, interaction and many other social components, which are all necessary ingredients for the success of entrepreneurs.

The RI training helps leaders identify employees' social interaction strengths and weaknesses. However, it is important not to mix up relational and emotional intelligence. Relational intelligence is the capacity to establish and uphold relationships with individuals from various backgrounds, various cultures, and with diverse interests, both within and outside of the organisation, at home and across territories, business, sectors, nations, and societies (Pless and Maak, 2005). Emotional intelligence is the capability, talent, or self-perceived ability to recognize, assess, and regulate one's emotions as well as that of others and of groups (Serrat, 2017).

This research posited that locus of control (LoC) and entrepreneurial self-efficacy (ESe) would moderate entrepreneurial motivation and organisational success. Over the years, these two variables have had a consistent appearance in the study of entrepreneurship. LoC, a psychological concept, refers to how much people think they have control over circumstances that affect them. Psychologists consider it to be an essential component of personality. The notion that events are determined by one's actions or by outside factors is known as LoC. People who believe they have influence over their results are said to have an internal LoC. Externals, views their circumstances to be beyond their control. Wang and Lv (2020) described the distinction between the two forms of LoC as thus; people that have an internal LoC are highly motivated to achieve their goal. They consistently think they are in charge of their lives; therefore, motivation is nothing new to them. As such, credit will be given for achievement, and failure will prompt accountability. In contrast, people with external LoC feel powerless because they think that the other people, their surroundings, or a higher power dictate what occurs.

Hu and Huang (2016) highlighted how an entrepreneur's LoC influences productivity. Managers with an internal LoC, as contrasted to those with an external control locus, exhibit nearly no delay in fulfilling their duties. Persons with an external

LoC are more inclined to steer clear of circumstances that make them feel overwhelmed. In contrast, their research posited that people who have an internal LoC tend to set greater goals, persist through difficult circumstances, and are more likely to succeed.

Abu-Bader and Abu-Qarn (2020) revealed that successful entrepreneurs attribute their success primarily to internal locus of control (LoC), as opposed to external factors such as fate and luck. This suggests that entrepreneurs believe they have the ability to shape their environment and are driven by their own actions and decisions. This understanding of their own agency and control over their business is a significant factor in their success. Furthermore, Bulmash (2016) conducted a study that found small-scale entrepreneurs with an internal LoC were more inclined to take risks and exhibit perseverance when faced with challenges and setbacks. These qualities are crucial for entrepreneurial success, as they enable entrepreneurs to navigate obstacles and persist in their endeavours. These researches points to the crucial mediator role of LoC. Understanding LoC and its mediator function can therefore offer insightful knowledge into how people perceive and react to various situations, which can help in the development of efficient interventions to encourage personal and professional development.

The second variable this research posited to moderate entrepreneurial motivation and organisational success is Entrepreneurial Self-efficacy (ESe). Exploring a specific domain of self-efficacy can only be logical when the general domain of self-efficacy is explored. The idea of self-efficacy was conceived by Albert Bandura to analyse and predict human behaviour. Self-efficacy theories laid the foundation for human motivation because people are more likely to act or to persist in their actions in the face of challenges when they believe they can attain the targeted outcome. Self-efficacy has an impact on motivation, performance, and learning because people tend to learn and complete things, they perceive themselves as successful in. It has been the subject of numerous studies in the field of entrepreneurship.

The Social Cognitive Theory (SCT), a psychology concept that explains how people's beliefs in their abilities impact their behaviours and produce the desired results, is where self-efficacy generally stems from. The concept has generally been categorised into two groups: General Self-efficacy (GSe) and Entrepreneurial Self-

efficacy (ESe). General Self-efficacy refers to people's subjective perceptions of their capacity to perform any task. ESe on the other hand refers to a person's beliefs about their capacity to find and seize opportunities during the process of starting and expanding a business (Klyver and Thornton, 2010).

Researchers have explored the main role that entrepreneurial traits play in strengthening the performance of small businesses (Oyeniya and Adeniji, 2012; Neneh, 2022). Piperopoulos and Dimov (2015) and Burnette, Pollack, Forsyth, Hoyt, Babij, Thomas, and Coy (2020) equally provided a link between ESe and entrepreneurial behaviours. For instance, Burnette, et al. (2020) discovered that those who had high levels of ESe were more likely to recognize and pursue entrepreneurial possibilities while also being more likely to persist in the face of difficulties. ESe has also been linked to other significant outcomes in the entrepreneurship process, such as goal setting and resources acquisition, in addition to its association with entrepreneurial action (Liao and Chen, 2006).

As evident in the alarming rate at which small-scale businesses fail in Nigeria, it is obvious that many entrepreneurs lack the motivation to sustain their business ventures. Given that entrepreneurial behaviour promotes the establishment of new firms and the continuation of existing ones, it is important to apply psychological approaches to every aspect of entrepreneurship. This research, therefore, investigated the effectiveness of goal-setting and relational intelligence training in fostering entrepreneurial motivation and organisational success among small-scale business owners.

## **1.2 Statement of the Problem**

Small-scale businesses play a vital role in Nigeria's economy, accounting for 96 percent of all businesses and 84 percent of employment (Nigeria Bureau of Statistics, 2019). These enterprises have consistently contributed to the country's GDP, generating over 48 percent of it in the past five years (NBS, 2019). Moreover, they employ nearly 17 million individuals, representing approximately 50 percent of industrial jobs and 90 percent of manufacturing sector firms. Given their significant contribution to employment generation and economic growth, it is crucial to address the persistent challenges hindering the expansion and advancement of the small-scale business sector in Nigeria.

In recent years, small-scale businesses in Nigeria have encountered numerous challenges that impede their performance. These challenges include unfavourable government policies, environmental obstacles, limited access to loans, managerial errors, poor business locations, financial mismanagement, lack of foresight, inadequate planning, and insufficient training opportunities. These factors collectively contribute to unsatisfactory business performance. Extensive exploration of the existing literature identifies the lack of or low level of motivation among small-scale business owners as a critical factor that affects the sustainability of ventures. Previous studies conducted by Adepaju (2003) and Adeoye (2015) have directly linked subpar business performance to reduced owner motivation. The consequences of low motivation in business encompass poor customer service, aversion towards work, tardiness, decreased productivity, and increased mistakes, all of which create a competitive disadvantage for small-scale businesses.

In response to the myriad challenges faced by small-scale businesses in Nigeria, both governmental and non-governmental organizations have implemented various programs through relevant agencies. These initiatives include the National Poverty Eradication Programme (NAPEP), National Directorate for Employment (NDE), Industrial Development Centre (IDC), Small and Medium Industries Equity Investment Scheme (SMIEIS), Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), Establishment of Entrepreneurship Development Centres (EDCs), Bank of Industry (BOI), and Youth Enterprise with Innovation in Nigeria (YouWIN). These programs aim to foster the development and growth of small-scale businesses throughout the country.

However, despite the numerous programs designed to enhance entrepreneurs' success in Nigeria, the alarming rate of business failures continues to contradict the efforts made by these organizations. According to a Business Day survey conducted in March 2020, 61 percent of Nigerian start-ups fail within a nine-year period. This statistic highlights the pressing need for greater attention and focus on the field of entrepreneurship.

Further, the low success rate among businesses in Nigeria indicates that those mechanisms are either ineffective or insufficient and as such heightens the need for probable solutions to ameliorate the issue of failure among organisations in the business world. It is very glaring that small-scale business owners in Nigeria have

faced a paucity of psychological training. Although psychological methods devoid of other recipes may not guarantee the success of an organisation in its entirety, however, its absence may spell doom for an organisation even when other components necessary for success are available. Psychological measures in boosting entrepreneurial activities are necessary to provide baseline information to enhance success among small-scale business owners. Against this backdrop, this study adopted two psychological training (goal-setting and relational intelligence) to foster entrepreneurial motivation and organisational success among small-scale business owners.

### **1.3 Purpose and Objectives of the Study**

The main purpose of this study was to examine the effectiveness of goal-setting and relational intelligence training in fostering entrepreneurial motivation and organisational success among small-scale business owners in Ibadan, Nigeria. Precisely, the study;

- i. investigated the main effect of training on entrepreneurial motivation among small-scale business owners.
- ii. assessed the main effect of locus of control on entrepreneurial motivation of the study participants.
- iii. examined the main effect of entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.
- iv. explored the interaction effect of training and locus of control on entrepreneurial motivation among the study participants.
- v. examined the interaction effect of training and entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.
- vi. examined the interaction effect of entrepreneurial self-efficacy and locus of control on entrepreneurial motivation of the study participants.
- vii. determined the interaction effect of training, locus of control, and entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.
- viii. investigated the main effect of training on organisational success among small-scale business owners.
- ix. assessed the main effect of locus of control on organisational success among the study participants.

- x. examined the main effect of entrepreneurial self-efficacy on organisational success among the study participants.
- xi. explored the interaction effect of training and locus of control on organisational success among the study participants.
- xii. examined the interaction effect of training and entrepreneurial self-efficacy on organisational success among the study participants.
- xiii. examined the interaction effect of entrepreneurial self-efficacy and locus of control on organisational success of the study participants.
- xiv. determined the interaction effect of training, locus of control, and entrepreneurial self-efficacy on organisational success among the study participants.

#### **1.4 Hypotheses.**

The researcher tested the following null hypotheses at 0.05 level of significance;

- i. There is no significant main effect of training on entrepreneurial motivation among small-scale business owners.
- ii. There is no significant main effect of locus of control on entrepreneurial motivation among the study participants.
- iii. There is no significant main effect of entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.
- iv. There is no significant two-way interaction effect of training and locus of control on entrepreneurial motivation among the study participants.
- v. There is no significant two-way interaction effect of training and entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.
- vi. There is no significant two-way interaction effect of entrepreneurial self-efficacy and locus of control on entrepreneurial motivation among the study participants.
- vii. There is no significant three-way interaction effect of training, locus of control, and entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.

- viii. There is no significant main effect of training on organisational success among small-scale business owners.
- ix. There is no significant main effect of locus of control on organisational success among the study participants.
- x. There is no significant main effect of entrepreneurial self-efficacy on organisational success among the study participants.
- xi. There is no significant two-way interaction effect of training and locus of control on organisational success among the study participants.
- xii. There is no significant two-way interaction effect of training and entrepreneurial self-efficacy on organisational success among the study participants.
- xiii. There is no significant two-way interaction effect of entrepreneurial self-efficacy and locus of control on organisational success among the study participants.
- xiv. There is no significant three-way interaction effect of training, locus of control, and entrepreneurial self-efficacy on organisational success among the study participants.

### **1.5 Significance of the Study**

This study investigated the potency of goal-setting and relational intelligence training in fostering entrepreneurial motivation and organisational success among small-scale businesses in Nigeria. As such, this study will be of great benefit to entrepreneurs, especially small-scale business owners, business-related associations, the Nigerian government, policy-makers, and other relevant stakeholders as the study will enlighten them on the need to look beyond conventional training, programmes that are either opaque or inefficient in boosting success among the business organisations. Additionally, the information generated from the literature will provide an indispensable blueprint to all stakeholders in the search for a plausible solution to the enormous rate of failures among entrepreneurs.

Firstly, the study addresses a crucial gap in research by focusing on small-scale business owners in Ibadan, Nigeria. Small-scale businesses play a vital role in the economic development of Nigeria, particularly in generating employment opportunities and contributing to local communities. By investigating the impact of

goal-setting and relational intelligence training on entrepreneurial motivation and organisational success, the study offers valuable insights into effective strategies that can be adopted by small-scale business owners in Ibadan.

Secondly, the findings of the study will provide practical guidance and recommendations for small-scale business owners in Ibadan, Nigeria. Goal-setting techniques can help entrepreneurs define clear objectives and targets, enabling them to channel their efforts and resources effectively. Relational intelligence training, on the other hand, can enhance entrepreneurs' ability to build and maintain strong relationships with stakeholders, including customers, suppliers, and employees. The study's outcomes will serve as a roadmap for small-scale business owners in Ibadan to enhance their entrepreneurial motivation and improve their organisational success through these interventions.

The study's findings will also contribute to the existing body of knowledge on entrepreneurship in Nigeria. The study provides localised insights into the factors that influence entrepreneurial motivation and organisational success. This information can be used to inform policy decisions, entrepreneurial training programs, and support initiatives tailored to the unique needs and challenges faced by small-scale business owners in Ibadan and similar regions.

The outcomes of this research hold paramount importance not only for small-scale business owners in Ibadan, Nigeria but also for various professionals in the field of psychology and human resources. The insights gained from this study will be invaluable to counselling psychologists, personnel psychologists, and human resource managers alike.

Counselling psychologists play a crucial role in supporting individuals in their personal and professional growth. By understanding the effectiveness of goal-setting and relational intelligence training in fostering entrepreneurial success, counselling psychologists can tailor their interventions and counselling approaches specifically for entrepreneurs. This research will enable them to provide evidence-based guidance and strategies to help entrepreneurs set meaningful goals, enhance their relational skills, and ultimately improve their chances of success.

Personnel psychologists, who specialise in assessing and developing individuals within organisations, will also greatly benefit from the findings of this



study. The research shed light on the impact of goal-setting and relational intelligence training on organisational success, providing personnel psychologists with evidence to design and implement training programs that target these areas. By incorporating the effective strategies identified in this study, personnel psychologists can contribute to the growth and development of entrepreneurs within their respective organizations. resource managers, responsible for talent management and employee development, can utilize the insights gained from this research to enhance their training programs and initiatives. By understanding the positive impact of goal-setting and relational intelligence training on entrepreneurial success, human resource managers can incorporate these elements into their training curricula. This will expand the available training options for work psychologists and provide them with evidence-based resources to support entrepreneurs in their organizations.

In addition to its implications for professionals in psychology and human resources, the findings of this study hold significant practical value for entrepreneurs themselves. The research will provide practical baseline information and relevant techniques that can serve as a guide for individuals embarking on the journey of starting a new business. Unlike the common practice of simply psyching up aspiring entrepreneurs without equipping them with practical information, this study will offer concrete strategies derived from the effectiveness of goal-setting and relational intelligence training. Entrepreneurs will be empowered with tangible tools and knowledge to navigate the challenges of entrepreneurship and increase their chances of success.

Furthermore, the results of this study will contribute to the existing body of empirical evidence supporting the benefits of goal-setting and relational intelligence training. By adding to the available pool of research, the study will strengthen and reinforce the understanding of the positive impact of these interventions on entrepreneurial success. This expanded empirical foundation will further validate the importance of incorporating goal-setting and relational intelligence training into entrepreneurship programs, policies, and initiatives.

Additionally, the study will serve as a valuable reference point for researchers and students working in the field of entrepreneurship and related disciplines. As a source of reliable and relevant information, the research outcomes will support further exploration, analysis, and investigation into the effectiveness of goal-setting and

relational intelligence training. Researchers can build upon the study's findings, expand the scope of their investigations, and explore new avenues for enhancing entrepreneurial motivation and organisational success. For students, the study will provide a solid foundation of knowledge and serve as a reference for academic projects, dissertations, and future research endeavours in the field of entrepreneurship.

### **1.6 Scope of the Study**

The scope of this study contextually was delimited to determining the effectiveness of goal-setting and relational intelligence training in boosting entrepreneurial motivation and organisational success among small-scale business owners in Ibadan, Nigeria. Participants for this study were entrepreneur business-owners of small-scale businesses drawn from business organisations across different Local Government Areas in Ibadan, Nigeria. On entrepreneurial motivation and organisational success, the moderating effect of participants' locus of control and entrepreneurial self-efficacy was also assessed.

### **1.7 Operational definition of Terms**

This study defined some keywords as operationally used to avoid misunderstanding and incongruity.

**Entrepreneurial motivation:** Refers to the factors or processes that trigger and maintain the eagerness and determination exhibited by small-scale business owners; despite the multitude of challenges, they face. This mechanism encompasses the driving force that compels entrepreneurs to exert a higher level of effort in pursuing their business goals and sustaining the initial passion they had when they first started their businesses.

**Organisational success:** Refers to the achievement of precise, quantifiable goals and objectives that contribute to the long-term growth, profitability, and sustainability of the business in Ibadan, Nigeria. It involves fulfilling the expectations and aspirations set forth during the establishment of the business and encompasses various dimensions such as financial performance, market expansion, customer satisfaction, and operational efficiency.

**Goal-setting training:** The process by which small-scale business owners in Ibadan, Nigeria are trained to establish specific, measurable, and attainable objectives that guide their actions and efforts towards achieving desired business outcomes. It involves the identification and prioritisation of goals that align with the long-term vision and aspirations of the business.

**Relational intelligence training:** A structured and systematic approach to developing and enhancing the skills, abilities, and strategies necessary for building and maintaining strong relationships with stakeholders, such as customers, suppliers, employees, and partners, in the entrepreneurial context. It involves training interventions that focus on communication, interpersonal skills, empathy, networking, conflict resolution, and collaboration, aimed at fostering effective and positive relationships to support business success.

**Locus of control:** This is the personal belief that small-scale business owners have in their ability to influence and shape the success of their businesses. It can be categorized as either internal (believing in personal agency and control) or external (attributing success or failure to external factors beyond one's control).

**Entrepreneurial Self-efficacy:** The degree of confidence, belief, and perceived competence that small-scale business owners in Ibadan, Nigeria have in their ability to successfully perform entrepreneurial tasks and overcome challenges. It encompasses an individual's belief in their skills, knowledge, problem-solving abilities, decision-making capacity, and resilience in the entrepreneurial context.

**Small-scale business:** A business with between 1-5 employees and/or with a net worth of between 250,000 naira and 1,000,000 naira and registered with the Corporate Affairs Commission (C.A.C) or belongs to a relevant professional association in Ibadan, Nigeria.

## **CHAPTER TWO**

### **LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

#### **2.0 Preamble**

The literature pertinent to this study was reviewed in three parts, conceptual, theoretical background and empirical literature. The review of pertinent literature along the above-described areas is precisely what this chapter focused on.

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of Entrepreneurship**

The concept of entrepreneurship has been in existence for a little over a century ago; having existed with human culture for quite a while, it has consistently had a significant impact on a country's economic growth. Because of entrepreneurship's undeniable significance to socioeconomic transformation, there is a vast body of literature on the topic, which attracts scholars' and researchers' attention worldwide. Originally, the concept was used in the military sphere and later began to be applied to areas related to construction, engineering, and other similar activities. In the 18th century, the word "entrepreneurship" was applied almost exclusively to commercial activities. Like many other terms, the concept of entrepreneurship remains rather ambiguous. Academic literature has not agreed on terms that make up the concept. Terms like "entrepreneur", "intention", "motivation" "attitudes" etc. have generated a lot of controversies in its definitions. Although there is no single, accepted definition of entrepreneurship, it is safe to presume that it has several different aspects. It entails the analysis of people, their behaviour, and how they engage with their surroundings, including social, economic, institutional, political, and legal frameworks that serve to define and justify human activities (Blackburn, 2011).

The traditional definition of entrepreneurship links it to starting new businesses and earning profit. This point of view has been changing over the years as the new definition includes entrepreneurs' characteristics and behaviour. A person who establishes a new, small firm on their own is usually referred to as an entrepreneur in the United States of America. The emphasis is always on starting something new entirely. This point of view, according to Drucker (1995), holds that large corporations cannot launch new ventures and must instead start from scratch. The notion that entrepreneurship and invention are organic, imaginative, or spontaneous leads to the above becoming debatable. He said that being an entrepreneur requires labour and is not "natural" or "creative." As a result, the proper inference to be drawn from the evidence is the opposite of what is usually done. That a sizable percentage of already-existing businesses, including a sizable percentage of medium-sized, large, and extremely large ones, succeed as entrepreneurs and innovators suggests that any business can engage in entrepreneurship and innovation. Furthermore, according to Drucker (1995), entrepreneurship must be actively pursued because it may be learned but needs effort. Entrepreneurial business' view running a firm as a responsibility that calls for discipline, effort, and practice.

Lichtenstein (2011) claimed that entrepreneurship comprises a range of actions and degrees of analysis that no one definition can represent. The descriptions of entrepreneurship are deemed too broad as to accept one definition for the concept. For instance, according to Schumpeter (1965), entrepreneurship is a creative activity in which the innovator introduces something novel into the economy, such as a novel manufacturing method that has never been tried out in a particular manufacturing sector, a novel product that consumers are unfamiliar with, a novel raw material source, or a novel market that has never been explored. On the other hand, the modern definition of entrepreneurship is quite different from what is observed in the past, as it negates the Schumpeter's definition.

However, in explaining entrepreneurship, several terminologies have been considered, including but not limited to who an entrepreneur is, what entrepreneurial intention is, the phases involved and often entrepreneurial behaviours. Particularly in the field of economics, the term has recently come to be used with a significantly broader definition. An entrepreneur is someone who can spot possibilities and seize them, turning inventions or technology into lucrative goods and services, according to

the definition of entrepreneurship. As per Onuoha (2007), an entrepreneur has the capacity to identify an invention's commercial potential and assemble the necessary assets, such as money, talent, and other resources, to transform it into a successful innovation.

Entrepreneurship is the process of establishing or reviving businesses, especially new ones, in response to opportunities that have been identified. According to Onuoha (2007), entrepreneurs are driven by a desire for autonomy, wealth, and self-employment, and they are characterised by qualities such as commitment, motivation, business intelligence, and a proactive approach. From an economist's perspective, entrepreneurship involves combining various assets, including capital, energy, materials, and more, in a way that increases their value and promotes change, creativity, and a new order. Psychologists believed that some internal motivations, for instance the desire to accomplish, acquire, or experiment, were what drove entrepreneurs. For other business people, an entrepreneur may be seen as a competitor, a supplier, a customer, or a creator of wealth and opportunities. Depending on observer's point of view, the same person might be viewed in different ways, as shown by Pahuja and Sanjeev (2015).

Entrepreneurship is a way of thinking and doing business that combines taking calculated risks, exercising creativity and/or ingenuity, and managing a business effectively whether it is new or already exists. The European Commission (2003) defined an entrepreneur as a person who creates a company around invention and assumes the risk and accountability of its success. Nwokike (2019) defines an entrepreneur as an initiator, challenger, and driver who creates something new, such as an idea, venture, or product, and makes it a reality. According to Nwokike (2019), an entrepreneur is a person who starts enterprises, identifies and solves problems, and exhibits qualities such as creativity, innovation, opportunism, risk-taking, self-starter, and open-mindedness with the aim of making a profit. The personal risk that an entrepreneur takes in developing a new enterprise, innovation, or other activity defines them and they frequently gain the biggest dividends from the achievement of their initiative.

Ahmad and Seymour (2008) pointed that not every business can be classified into entrepreneurship even if they take a risk, create products, employment, money, and taxes. This was proof for the debate surrounding entrepreneurship. Entrepreneurs

are involved in the field of doing something unique, whether that involves developing new goods, methods, or markets that raise the probability of success, employment, productivity, and efficiency of their company. This sets them apart from other business owners. An entrepreneurial company exhibits the traits of trying something new (new goods, processes, or markets), although it is not necessary for the company to be led by an entrepreneur (Ahmad and Seymour, 2008). However, there are entrepreneurs and entrepreneurial ventures everywhere in the world, and they have greatly aided in the expansion of the economies of all countries.

When examining the characteristics of entrepreneurs, their motivations for launching a business, and how their entrepreneurial behaviour affects economic growth, it is crucial to take into account the many forms of entrepreneurship. One way to distinguish entrepreneurs is through the "push and pull" perspective, which divides them into two categories: "push" entrepreneurs and "pull" entrepreneurs. "Push" entrepreneurs are driven to start a business due to dissatisfaction with their current situation, regardless of their entrepreneurial characteristics, while "pull" entrepreneurs are attracted to the idea of a new venture and initiate it because the entrepreneurial idea is appealing and its potential outcomes.

"Push" entrepreneurs may be pressured into entrepreneurship due to a lack of employment or because of problems in their current job. These people might not be doing their jobs well for unrelated reasons that have absolutely nothing to do with their entrepreneurship potential, and as a result they might start working for themselves. However, "pull" entrepreneurs are attracted to the challenge and possible benefits of a new enterprise and are more at ease operating outside of a corporate environment due to their entrepreneurial skills and traits.

For other experts, the type of entrepreneurs has been classified into two, which are: necessity and opportunity. This classification has been popularised by their use in the yearly edition of Global Entrepreneurship Monitor. Entrepreneurs that choose to establish a firm because they can pin point business possibilities and act on it are opportunistic. Entrepreneurs who started their enterprises because they had no better options for employment were classified as necessity-based entrepreneurs, while the former stated that they did so to take full advantage of a business opportunity or seek better prospects. (Reynolds et al 2005). Necessity entrepreneurs venture into business since they could not find another means of livelihood or job. Such entrepreneurship is

particularly vital to undeveloped, developing and emerging economies. It is projected that one billion people in both developed and developing nations have neither stable income or feasible possibilities for launching a small business (Buheji, 2018).

It has been said that opportunities-based entrepreneurs that launch their business voluntarily possess higher-quality experience and/or knowledge than necessity-based entrepreneurs. In contemplation of the risks and challenges associated with the creation of initiatives, opportunity entrepreneurs are more inclined to thoroughly and consistently prepare their strategies. Opportunity entrepreneurs have therefore invested more in the mental and psychological resources required to succeed as entrepreneurs (Block and Sandner, 2009). Generally speaking, academics concur that opportunity entrepreneurs are more inclined than necessity entrepreneurs to promote economic development (Reynolds et al., 2002; Acs and Szerb, 2007).

### **Entrepreneurship in Nigeria**

In the onset, entrepreneurship in Nigeria developed as a result of individuals producing more goods than they needed and having to exchange them. For instance, if a blacksmith produced more hoes than he needed, he might trade the excess for something else he wanted and needed while also looking for someone who needed his products to trade with. Therefore, manufacturers learned that they could specialise in their production regions to make more and then trade with what they wanted. In essence, the emergence of entrepreneurship in Nigeria may be traced to this commodities transaction. A typical businessman in Nigeria is a self-made individual with a strong drive for success. To help with his operation or production, he can ask friends, colleagues, in-laws, and other companions for assistance. In the past, Nigerians engaged in entrepreneurship using this strategy.

Nigeria has a long history of agriculture, and it currently provides the majority of the nation's food needs in addition to exporting a range of agricultural products like palm oil, cocoa, lignite, rubber, and peanuts. Businesspeople with a strong sense of entrepreneurialism were prevalent at this period in the region known as Nigeria. From the thirteenth through the nineteenth centuries, traders from the Hausa, Ibo, Yoruba, and Benin extraction were exposed to commercial opportunities elsewhere. The Hausas had business-savvy individuals who handled well-established tanning, dyeing, weaving, metal working, and associated industries. The wealthy traders filled the top



roles in society with the politically influential and highly educated. The Hausas have long been renowned for their extensive itinerant commerce. The Ibos have honed their entrepreneurial skills in distribution, management, and stock management, which up until now has been their primary commercial activity. They have developed a particular expertise in purchasing and selling goods. The majority of Yorubas reside in urban areas, where they have long engaged in personal small-scale agriculture and are well-known for their craftsmen and tradespeople. Yoruba artists have created magnificent woodcarvings and metal castings since the 13th century.

By the end of the 19th century, the Nigerian economy began to witness a great influx of entrepreneurs into the business world. The number witnessed an unprecedented increase in the early 20th. Many people would have to be unemployed and stay home doing nothing for the rest of their lives if entrepreneurship was absent. This indicated that the early entrepreneurs in Nigeria were borne out of their desire to stay away from idleness and survive. In recent years, necessity entrepreneurs have become a significant part of the entrepreneurship sector for some reasons, including but not limited to poverty, unemployment, and underemployment. Nwokike (2019) observed that Nigeria's ostensibly high proportion of entrepreneurs gives rise to a peculiar sense of pride. The "hyper-entrepreneurship" scenario in Nigeria essentially suggests that people are struggling to make ends meet and that the entire system is dysfunctional.

The 2018 Global Entrepreneurship Index (GEI) issued by the Global Entrepreneurship and Development Institute (GEDI), puts Nigeria 101st out of 137 countries with 19.7 GEI score, ranking the country 12th in Africa. The following figures indicated that Nigeria's scenario is similar to the rest of the world despite the inflow of people embarking into business. Entrepreneurship is significant in Nigeria as well as other developed and developing nations. The ordinary Nigerian entrepreneur has faced the hardships of entrepreneurship in a developing economy. However, they are inspired by the undiscovered possibilities within the area and the opportunities that now exist; acknowledgments to government and commercial initiatives that are reducing the conventional barriers to access loans and other financial opportunities.

The economy of Nigeria, which previously thrived on agricultural exports like cocoa, groundnuts, hides, and skins, is now entirely reliant on the price of oil on the international market. It is widely accepted that any decrease in the value of oil will

cause the indigenous Nigerian economy to contract. That the Federal Government of Nigeria introduced Entrepreneurship Education (EE), which aims to give tertiary students the entrepreneurial skills, attitudes, and competencies to be job creators rather than just job seekers, through National Universities Commission (NUC), National Board of Technical Education (NBTE), and National Commission of Colleges of Education (NCCE), was not surprising. This will accelerate the country's industrial, technological, and economic growth while reducing poverty to its minimal (Olorundare and Kayode, 2014).

A new generation of businesspeople must have the vision to create wealth and jobs as well as the will to transform those ideas into reality if Nigeria's economy is to have a bright future. To achieve this in Nigeria, a cultural shift is required which encompasses enabling an environment for entrepreneurs to thrive, building sustainable support for their progress, incorporating entrepreneurship education with practical into the education curriculum, and offering training especially psychological training to entrepreneurs and would-be entrepreneurs.

### **Importance of Entrepreneurship**

Entrepreneurs are typically seen as national assets that should be supported, motivated, and compensated as much as possible. Successful businesspeople have the potential to completely alter how people live and work. If successful, their discoveries will enhance living conditions, generate wealth through entrepreneurial activities, provide jobs, and contribute to a burgeoning economy. Among the varied relevance of entrepreneurship to a Nation's economy are the following:

**Entrepreneurs introduce inventions and promote economic development:** Entrepreneurs consistently develop new products, processes, and technologies, as well as market opportunities. Innovative discoveries often produce economic development (Valliere and Peterson, 2009). Innovation is a key driver of economic growth and entrepreneurs who successfully commercialize new ideas play a crucial role in this process. According to Kritikos (2014), start-up companies tend to invest more heavily in research and development than established firms. This is often due to the fact that established companies may be hindered by bureaucratic structures and a lack of flexibility, making it difficult for them to adapt to new market trends. Additionally, established firms may be reluctant to invest in new products that could potentially

compete with their existing offerings. As a result, many innovators and inventors who come from established organisations often find that starting their own business is the best way to profit from their ideas. Thus, the willingness of entrepreneurs to take risks and innovate is essential for driving economic growth and progress.

**Entrepreneurs enhance a competitive market:** Entrepreneurship plays a vital role in a competitive market by introducing new business ventures and thereby increasing market competition. This not only leads to reduced pricing for consumers but also results in an increase in product diversity. Koster, Van Stel and Folkeringa (2012) studied the impact of new firm development on existing companies by developing a market mobility statistic. This statistic measures the degree to which new firms are able to enter a market and establish themselves as viable competitors. Their research highlights the importance of entrepreneurship in driving competition and innovation in a market, ultimately benefiting consumers. This research emphasizes the need for policies that support new business ventures and the entrepreneurs who lead them. Entrepreneurship provides an option for a competitive environment, minimising the risk of a monopolistic market. Competition is a great thing for the consumer since it allows firms to provide a high-quality item to survive. This can also lead to price wars and a drop in prices of purchase of products and services.

**Entrepreneurship promotes employment:** Research revealed that entrepreneurs serve as job creation machines. According to study by Acs and Armington (2004), start-ups play an essential role in job creation. Entrepreneurs not only employ an entrepreneur but also create direct and indirect employment for many people. In the majority of developing and underdeveloped nations, unemployment is a persistent issue. Entrepreneurs could play a prominent role in the ever-rising unemployment situation in the country, which, in turn, sets the way for the nation's economic progress. The National Bureau of Statistics (2019) put the overall number of MSMEs at 37,067,416, employing 59,741,211 as of December 2013, representing 84.02 percent of the country's labour force. The large percentage of jobs produced in Nigeria alone implies that there is clear evidence regarding the employment development of small enterprises.

**Contribution to a nation's economy:** Entrepreneurial ventures not only bring competition to the market but also contribute to the creation of additional wealth. While established businesses may be limited by the size of their existing markets,

entrepreneurs have the potential to open up new markets and bring about economic growth through their innovative products, services and technologies (Awlaqi, Mohammed, and Altheeb, 2019). Entrepreneurship creates new opportunities for businesses to expand and grow, which in turn generates wealth for the economy. Furthermore, entrepreneurs also help to drive innovation by introducing new ideas, products and services, and improving existing ones. This can lead to a positive impact on consumers, as well as on the economy as a whole. Thus, the role of entrepreneurship in driving economic growth and creating wealth is undeniable. Increased tax receipts and increased government spending are other ways that the cascading effects of more jobs and higher earnings improve the national income. The government can use these funds to fund human resources and other struggling industries. The government can limit the harm by using excess funds to retrain workers, even though it might render some current players obsolete.

### **2.1.2 Concept of Entrepreneurial Motivation**

According to Smith (1992), there is no consensus about the nature of motivation. This difficulty emerges because motivation is such a multi-faced and complex entity. Therefore, there are numerous definitions and ideas to explain this occurrence. The origin of the word "motivation" can be traced back to the Latin word "movere," which translates to "move." The word "motivation" is derived from this root word, reflecting its meaning of inciting an individual to take action. This concept of "moving" an individual to action is a fundamental aspect of human behaviour, and has been widely studied by scholars and researchers in various fields such as psychology, management, and sociology. Therefore, motivation is movement. It is known as a "motive" in English. Motive is an underlying mental state that directs, activates, or propels behaviour toward objectives. A person's goals or ambitions reveal themselves as their motives. They provide guidance for human conduct to fulfil needs or attain goals. Always internal, motive is externalized through behaviour.

However, motives can emerge and then go, just like tides. Motives that emerge at one moment in time might not persist with the same fervour at a later point in time. For instance, an entrepreneur who was unduly focused on maximizing profit during his early years may shift his focus to other things after he starts making enough money, such as giving to philanthropic efforts in social health and education. Additionally, the

environment in which a person is living at a given time can either stimulate or suppress their motivations. Changes in environmental climate or socio-economic factors sometimes triggers or inhibit impulses (Acs and Szerb, 2007).

Motivation is a complex and multi-faceted concept that has been widely studied by researchers in various fields. According to Gray and Starke (2010), it is defined as the outcome of internal or external stimuli that prompt an individual to take action with enthusiasm and determination. This includes the drive to pursue goals, overcome obstacles, and persist in the face of challenges. The term "motivation" is used regularly and frequently, yet it is hardly ever, if ever, comprehended. Motivation is a psychological concept that describes the need to take action and guide behaviour toward a goal. Motivation is a lifelong process that, like other psychological mechanisms, is influenced by environmental and biological factors. The phrase entrepreneurship is often likened to the act of driving a vehicle, with the organisation being the car and entrepreneurial motivation acting as the fuel or power that propels it forward. According to this analogy, without the drive and determination of the entrepreneur, the organisation would be unable to move or function effectively. Entrepreneurial motivation is a crucial component in the success of any organisation, as it provides the energy and drive needed to navigate the challenges of the marketplace and achieve success. captures the importance of and relevance of entrepreneurial motivation in operating a business effectively.

Dejun (2005) noted that motivation is a psychological phenomenon that spans a wide range and is quite intricate. The majority of human behaviour is based on these psychological phenomena, and entrepreneurship is a dynamic process that is always changing. After identifying opportunities, entrepreneurs will evaluate those opportunities. This process is known as opportunity assessment. In other words, entrepreneurial motivation is crucial to the psychological aspect of entrepreneurship throughout the entire process; without it, no entrepreneurial links can run successfully. From this point of view, entrepreneurial motivation is a significant element in behaviours associated with entrepreneurship because under extreme stress and a variety of barriers, low motivation can force entrepreneurs to suffer from "non-determinacy."

Entrepreneurial motivation is a critical aspect of starting and running a successful business. It can be defined as the inner drive that compels an individual to

pursue their business goals with passion and determination. In the context of entrepreneurship, one way to think of motivation is as a plan or a desire to succeed and minimise the chances of failure. Entrepreneurs who are driven to succeed will choose to take action to fulfil their goals. The factors that encourage business owners to reach their goals, skill in managing employees to effectively initiate and direct behaviour, and the circumstances that initiate and sustain behaviours associated with entrepreneurship can all be summed up as motivating factors.

It was noted that entrepreneurship involves more than just a strong will; ideas and capital both require a strong will, with motivation being the most crucial factor (Ismail et al., 2016). One of the main elements an entrepreneur will attain is their orientation towards success. In essence, it is important to investigate and boost entrepreneurial drive because developing stronger and more independent entrepreneurial skills is a requirement for success. Therefore, the presence of motivation can work as a catalyst for achieving appreciation and happiness, which will, as expected, result in a successful business in the future. An entrepreneur who is highly motivated would aspire to be better than others and work harder to reach their goals.

According to Sujatha (2020), motivation affects an entrepreneur through satisfying higher-level demands including self-actualisation, esteem, and recognition. According to several perspectives, motivation is a powerful concept that can reveal talents and creativity that have been dormant, support personal goals, and advance society. It has been proven by the need hierarchy theory of Maslow, the two-factor theory of Herzberg, and the acquired needs theory of David McClelland that motivation can provide vigour, excitement, inventiveness, and efficiency in achieving the desired goals. The need for achievement (nAch) is a strong determination to succeed and meet the required norms, according to McClelland's (1961, 1976) motivation theory. Driven needs are said to influence a person's productivity. Any of the following factors, such as results orientation, competitiveness, setting high standards for oneself or others, or innovation, can be used. This shows the desire to perform actions better and more effectively. A person's desire for major accomplishment, mastery, control, or sustaining high standards will likewise be encouraged by this. Furthermore, he added, those with elevated levels of n Ach are often more inclined to work on tasks that call for greater productivity.

Entrepreneurial motivation drives an entrepreneur to achieve the defined aims through starting up a business. Several considerations underlie the decision of an entrepreneurial job. They differ from one individual to another, from one country to another, according to the sociocultural and socioeconomic environment in which the entrepreneur operates. According to Sujatha (2020), the drive for entrepreneurship may turn a regular person into a successful businessperson who can open doors, maximize wealth, and advance the economy. It is defined as a variety of factors that motivate business owners to want to pursue their goals and spark their excitement. Entrepreneurial motivation refers to the driving forces that propel individuals to undertake the challenging task of starting and growing a business.

Additionally, it encompasses the psychological, emotional, and cognitive factors that drive entrepreneurs to persist in their endeavours and invest extra effort to achieve their business goals. Understanding the underlying mechanisms of entrepreneurial motivation is crucial for both researchers and practitioners, as it can inform the development of strategies and policies to support new business creation and foster entrepreneurship. Moreover, exploring the unique motivations of entrepreneurs can shed light on the dynamics of innovation and economic growth. In other words, an entrepreneur's motive for starting a business refers to the forces or desires that drive that person's voluntary activity as an entrepreneur. A motivated entrepreneur will essentially be prepared to put up a certain amount of work (intensity), for a specific amount of time (persistency), toward a specific goal (direction) (direction).

McClelland (1961, 1976) stated that for entrepreneurs to operate their businesses at their best, they must have a strong drive for success and be prepared to put in the effort necessary to reach a unique level of competition that will provide them a negotiating advantage over fierce rivals. A combination of factors called motivation influences people to act in the organisation's best interests (Moorhead and Griffin, 2010). Successful businesspeople demonstrate creativity and innovation by using their unique position to provide value, search for opportunities, and become open to suggestions as well as critique. However, entrepreneurs rarely grow their businesses to the point where they can no longer manage everything individually; this prevents business growth and increases the risk of business collapse (Ates, et al., 2013). Throughout the entrepreneurial process, psychological aspects that ensure business

success predominately include entrepreneurial motivation (Yushuai, Na, and Changping, 2014).

In the opinion of Robbins and Judge (2011), motivation is a mechanism that affects the intensity, focus, and length of ongoing efforts made to achieve personal goals. This definition is important to grasp while trying to understand entrepreneurial motivation. An entrepreneur's intensity reflects how hard they are willing to work. When discussing about motivation, researchers focus the most on this aspect. Entrepreneurship has been linked to the desire for self-achievement, which is closely knitted to behaviours and goals in pursuit of success (Ajiwibawani et al., 2017). A highly motivated entrepreneur can adapt and adopt a positive outlook toward helping the environment. Humans with potentials of accomplishing the desired goals will be enhanced through motivation to develop a creative and innovative mentality (Ajiwibawani et al., 2017). A desire for risk, accepting responsibility for outcomes, modifying performance with feedback, and having a unique expressive style are all characteristics of motivation. In essence, motivation might affect an entrepreneur's likelihood of success.

Entrepreneurship is a dynamic and challenging field that requires a unique set of behaviours and choices to achieve success. These behaviours are driven by the entrepreneurs' perception of the potential outcomes and rewards associated with them. According to Staniewski and Awruk (2019), the incentive to choose a particular behaviour is determined by the attractiveness of the results it is expected to yield. Research has identified several traits that are commonly found in highly motivated entrepreneurs. One such trait is the preference for working within a clearly defined area of personal responsibility. Entrepreneurs who possess this trait tend to be highly focused and driven to achieve success within their chosen field of endeavour. They are willing to take ownership of their work and are accountable for their results. Another trait of highly motivated entrepreneurs is the ability to set achievable goals with a predictable chance of fulfilment. Entrepreneurs with this trait tend to be strategic thinkers who are able to set realistic targets and devise plans to achieve them. They are able to evaluate the potential risks and opportunities associated with their goals, and are more likely to succeed in their ventures.

In essence, motivated entrepreneurs have a strong need for fulfilment and ongoing feedback. This need drives them to continuously seek new challenges and



opportunities, and to seek out feedback on their performance to improve their skills. They are not satisfied with the status quo and are always looking for ways to improve. Furthermore, as per Ruiz-Palomino and Zoghbi-Manrique-de-Lara (2020), individuals with high levels of motivation tend to exhibit greater cognitive flexibility and receptivity to complexity. This highlights the potential of motivation as a key driver of innovative thinking and problem-solving abilities in entrepreneurs. By understanding the underlying mechanisms of entrepreneurial motivation, researchers and practitioners can develop strategies to support new business creation and foster entrepreneurship.

Research carried out to uncover the elements that encourage people to start and develop business grouped all the variables encouraging the entrepreneurs into two groups as follows: Internal traits such as educational attainment, professional traits and expertise, the willingness to start new ventures, the drive for self-independence, and family history, as well as numerous external factors such as monetary support from institutions, government and other relevant stakeholders, access to technology and raw materials, support from major business units, and a sizable market for the product (Acs and Szerb 2007).

According to Sujatha (2020), there are three key factors that contribute to entrepreneurial success. These include:

1. **Entrepreneurial Ambitions:** These include various motivations such as the desire to make money, continue a family business, secure self-employment, gain social prestige, or employ others. Additionally, entrepreneurs may have a desire to create something new and use their professional talents.
2. **Compelling Reasons:** Entrepreneurs may be motivated by a lack of job opportunities, dissatisfaction with their current occupation or financial situation, or the desire to put their idle resources to use.
3. **Facilitating Elements:** Seeing the success stories of other entrepreneurs, having previous experience in the field, or receiving encouragement from family and friends can all act as facilitators in the entrepreneurial process.

It is important to note that these factors may not be mutually exclusive and an individual entrepreneur may be driven by multiple motivations. Also, these motivations may change over time and throughout the entrepreneurial journey.

Remarkably, one of the top entrepreneurial attributes is to be naturally motivated, instead of looking to others for a push or being held accountable. It is acceptable to claim that those who own their own firms are tremendously determined to succeed because entrepreneurs might have mortgaged their future and poured blood, sweat, and tears into the business. A significant stake in their future is a great motivating drive for entrepreneurs. The basic question in the study of entrepreneurial motivation is ‘why do some entrepreneurs persist or even continue to transact business in the face of uncertainty and failures, whereas others decide to surrender.

In answering the above question, it is to be noted that entrepreneurs are faced with problems that may lower their level of motivation in business. For small business owners, the high amount of stress which goes along with running a company is one of the greatest causes for losing their enthusiasm. In a study by Murherjee (2016), stress is highlighted as one of the key reasons for losing one’s drive. In lowering stress, experts claimed that developing long-range goals and strategies keeps the motivating fire alive. Other factors that can affect the level of motivation of entrepreneurs are: profits, changing economic environment, entrepreneurs’ family status (if business owners are from an agricultural or business family, their degree of education, the training they have received, their prior experiences, and their cognitive behaviours). In addition, the capacity of entrepreneurs to develop their personalities, leadership skills, and character also creates a favourable environment for them to start new businesses.

Given the tremendous influence small businesses have on the global economy, it is important from both a theoretical and practical one to understand what motivates entrepreneurs. Despite a growing body of research on the subject, the study of entrepreneurial motivation has often been compartmentalised and focused on specific stages of business development, such as startup, growth, or exit. However, as Murnieks and Klotz (2020) point out, this approach fails to account for the reality that entrepreneurs frequently move through multiple stages and encounter different types of motivation throughout their journey. This study examined the motivations of small-scale business owners in Ibadan, Nigeria. The goal of this research is to gain a deeper understanding of the factors that drive entrepreneurial behaviour in this context, and to use this information to improve the overall quality of entrepreneurial output. By taking a holistic and comprehensive approach to the study of entrepreneurial motivation, this research hopes to make a meaningful contribution to the field.

## **Concept of Small-scale Businesses**

The First and Second World Wars resulted in a significant need for industrialisation to meet the demands of society. However, this process was hindered by the lack of resources and capital that had been redirected towards the war effort. Despite these challenges, the drive for industrialisation persisted, as individuals sought to alleviate poverty and improve their standard of living. Small businesses played a critical role in this process, as entrepreneurs with limited resources started enterprises in an effort to make a difference. Governments also played an important role in supporting these small businesses, by enacting legislation to protect and promote their survival. Countries such as Germany, the United States, and Britain, all provided significant support for entrepreneurship, recognizing it as the foundation of their industrialisation and a source of national pride. As a result of these efforts, these countries continue to benefit from the growth of entrepreneurship, as it has become a vital contributor to their economy. This has also led to an increase in the standard of living and has helped to build a strong, resilient society. Overall, the history of entrepreneurship has been shaped by the need to address economic challenges, and through government support and the determination of entrepreneurs, it has become a key driver of industrialisation and economic development.

The description of words, concepts and ideas on small scale business is often the subject of controversy in the social sciences, as writers and scholars describe particular terms or concepts on the basis of personal interpretation. Consequently, this controversy has not eluded the definitions of small- scale businesses. It is not far from the truth that the meaning of a small firm might change between one economy world to another, yet the essential notion is the same. Small-scale enterprise can be defined in a variety of ways, including annual revenue, asset value, net profit, balance sheet totals and the company size, including the number of employees (Kehinde, Opeyemi, Benjamin, Adedayo and Abel, 2016). However, it is important to note that there is no clear threshold that separates small from medium or large firms. Different government organisations and business groups rely on different sets of criteria when studying the concept of small enterprise.

The examination of the various meanings of small-scale firms suggests that small enterprises can hardly be characterised on the basis of the number of employees

alone, as this criterion may not have universal application. The number of employees varies from country to country, with different thresholds set in different regions. For example, in the United Kingdom, the threshold is set at 100 employees, while in the United States, it is 400 employees, in the European Union is 50 employees, and in Australia and Nigeria, it drops as low as below 5 (Udu, 2015). This highlights the complexity of defining small-scale enterprise and the need for a more nuanced approach. Moreover, Sarokin (2019) argued that the number of employees is not the only way of defining the small-scale enterprise, there are other factors such as the industry, location, and the owner's personal goals and ambition that should be considered as well. The concept of small-scale enterprise is dynamic and multifaceted, and a comprehensive understanding of it requires a careful examination of various factors that may differ across countries, regions, and industries.

Small-scale enterprises have been defined in various ways by different researchers, with a common thread being the small size of the business in terms of revenue, assets, number of employees, and market share. Small commercial enterprises have been defined as being owned, managed, and controlled by one or two people, with a limited market share and a workforce of under 50 employees. They are independently owned and operated, receiving funding from a small number of people, operating in a local area, and not being the market leader in the industry. Chris et al. (2000) similarly defined small businesses as those that are owned and controlled by one or a small number of people, with direct owner involvement in decision-making, and a minor market share in the relevant industry. However, it is important to note that the criteria used to define small businesses may vary across different countries and organisations.

There is a wide range of definitions for small businesses, with different organisations and research studies using varying criteria to define what constitutes a small-scale enterprise. For example, the National Economic Reconstruction Fund (NERFUND) and World Bank Sponsored Small-scale Enterprises Scheme define small businesses as those whose fixed assets (excluding land) plus investment cost do not exceed 10,000,000 Naira. On the other hand, the Central Bank of Nigeria defines a small-scale firm as one whose capital investment, including working capital and land, does not exceed 5,000,000 Naira or whose annual revenue does not exceed 25,000,000 Naira. Similarly, the Nigeria Bank for Commerce and Industry (NBCI) defines a small

business as one whose assets, including working capital but excluding land, do not exceed 750,000 Naira. Additionally, the national directorate of employment defines it as a business that may manage projects requiring a capital investment of as little as N5,000 and as little as three personnel. These variations in definitions highlight the need for a consistent and standardised approach to defining small businesses across different organisations and research studies. In conclusion, the diverse definitions of small-scale enterprises imply that each study should outline its primary criteria for determining the target population. It is important to note that the definition of a small business can vary greatly depending on the country, region, and even the specific agency or organisation that is defining it.

### **Challenges facing small-scale businesses: the Nigeria situation**

Despite the crucial role that small and medium-sized enterprises (SMEs) play in driving economic growth and development, they often face a range of operational challenges in Nigeria. Some of the most significant issues that SMEs in Nigeria may encounter include:

**Lack of training access:** small business is crucial to the Nigerian economy. A lot of Nigerians work in small enterprises. Indeed, more than half of all private-sector employment is in small enterprises. Despite this, a disproportionate amount of attention (in the form of training, money, research initiatives by universities and consultancies, advice and services) is provided to larger organisations (Fehintola et al, 2021). A significant deal is known about the nature and amount of training in small enterprises. Whilst it must be acknowledged that some small organisations engage considerably in training, there is significantly less training in small enterprises than in larger organisations. Few small enterprises have explicit financial allocations for training, and many regards the national training agenda and external training programmes as useless.

**Financial Problems and misplaced priorities:** Small and medium-sized enterprises (SMEs) are known for their catalytic role in the economic development of countries, however, in Nigeria, SMEs face several operational challenges. One of the major issues faced by SMEs is the shortage of capital. The capital shortage problem in the small firm sector is partly due to the uneconomic deployment of available resources by owner-managers. This is supported by Ihyembe (2000), who found that business

owners often borrow loans for development projects only to use them for personal expenses such as buying properties or acquiring chieftain titles. Working capital needs were found to be the most common concern among SMEs in a study conducted by Bruch and Hiemenz (1984) in Asia. Funding difficulties faced by SMEs can be primarily due to the behaviour of banks and the inadequacies of capital markets. However, research suggests that the challenge of financing SMEs is not the availability of capital but rather its accessibility. Factors that impede accessibility include stringent restrictions set by financial institutions, the lack of adequate collateral, and the cost of obtaining funds (Adepoju, 2003). It is estimated that about 80% of SMEs are suppressed due to low funding and related challenges (Fatai, 2011).

**Difficulties in Managerial Processes:** The human resource and management capabilities of small and medium-sized enterprises (SMEs) in Nigeria have been identified as a significant obstacle to their survival. Research has shown that a lack of experience and competence among business owners and managers is a major contributor to the failure of SMEs. Poor business management and record-keeping, along with a lack of technical expertise in production, procurement, maintenance, marketing, and finance, often lead to funds mismanagement and costly decision-making. This highlights the importance of investing in human resource development and management training for SMEs in order to improve their chances of success.

**Unstable policy environment:** The instability of government policies can have a significant impact on the survival of small and medium-sized enterprises (SMEs) in Nigeria. One example of this is the policy implemented in the 1980s that prohibited the export of raw or unprocessed cocoa. As a result, many SMEs had to invest in expensive machinery, only for the government to later revoke this policy. This had a detrimental effect on many SMEs in the cocoa industry, leading to a high rate of business failure. This is not only detrimental to the SMEs themselves, but also to the nation's economy as a whole, as it constitutes a significant financial burden and waste of resources. To overcome these challenges, business leaders must be proactive in anticipating adverse events and developing strategies to mitigate them. As Nzelibe (1996) suggests, this requires a thorough understanding of the business environment and a methodical examination of the difficulties that SMEs are facing. Irwin (1991) also emphasizes the importance of a proper understanding of the business environment in ensuring the survival of SMEs. In order to overcome the challenges posed by

government policies, SMEs must be able to adapt and make strategic decisions based on a clear understanding of the market and regulatory environment.

**Inadequate Basic Infrastructure:** The lack of proper infrastructure in Nigeria poses a significant challenge for small and medium-sized enterprises (SMEs) in the country. According to Osanwonyi (2005), the government has failed to create a conducive environment for these businesses to thrive. The lack of basic necessities such as water supply, adequate transport systems, electricity, and proper solid waste management can hinder the growth and expansion of SMEs. These businesses often rely on state-provided infrastructure, which is often inefficient and inadequate, leading to increased costs and difficulties for SMEs. Tendler and Amorim (1996) also highlight the issue of poor physical and social infrastructures in Nigeria and the negative impact it has on the expansion of SMEs, as they are unable to afford the cost of building alternatives.

**Socio-Cultural Problems:** The lack of a culture of investing profits among Nigerian entrepreneurs is a significant obstacle to the success of small and medium-sized enterprises (SMEs) in the country. Bala (2002) argues that many Nigerian entrepreneurs prioritize short-term gains over long-term growth, with a focus on quickly retrieving profits for other uses rather than investing in their businesses. Additionally, the socio-political ambitions of some entrepreneurs may lead to the diversion of valuable funds and energy from business to social pursuits. Another obstacle faced by SMEs in Nigeria is the bias against domestically produced goods. Many Nigerians have developed a preference for imported items over locally created counterparts, a trend that has been observed by Aderinto, David, and Alabi (2018). This bias against made-in-Nigeria goods can make it difficult for SMEs to compete in the domestic market and can impede the growth and success of these businesses.

**Location and economic problems:** The location of small and medium-sized enterprises (SMEs) in Nigeria can often prove to be a major challenge for these businesses. One issue that has been identified is the dominance of absentee landlords in the market retail sector, who charge high fees for the use of their properties. This has been found to be a significant barrier for SMEs looking to establish themselves in desirable locations, such as busy marketplaces or high-traffic shopping areas. Additionally, the problem of politicians owning market outlets has also been identified as a factor that crowds out true small-scale operators from the market. This is because politicians with significant financial resources are able to outcompete smaller

businesses in terms of rent prices and other costs associated with operating in these locations.

Research by Osamwonyi (2005) highlighted that the hefty rents imposed by store owners on desirable locations have forced many small-scale enterprises into less accessible places, such as streets and other less visible areas. This can make it more difficult for these businesses to attract customers and generate revenue, thereby hindering their growth and development. Furthermore, the economic problems of deregulation and elimination of protection as well as the global financial crisis have been detrimental to small-scale enterprises in Nigeria. These issues have created a challenging environment for SMEs, making it more difficult for them to access capital and other resources necessary for expansion and growth. Overall, the location and economic challenges faced by SMEs in Nigeria are significant and multifaceted. These issues can make it difficult for small businesses to succeed and grow, which in turn can limit economic development and job creation in the country. Thus, it is important for policymakers to address these challenges and create an environment that is more supportive of SME growth and development.

**Problems of strategic planning:** Effective strategic planning is crucial for the success of any business, yet it is an area where small and medium-sized enterprises (SMEs) often fall short. Unfortunately, many SMEs in Nigeria struggle with creating and implementing effective strategic plans for their operations. Research by Ojiako (2000) has found that a lack of strategic planning is one of the major challenges facing small scale enterprises in the country. Without a clear plan for their future, businesses can easily lose sight of their goals and objectives, making it difficult to make sound decisions and navigate the competitive marketplace. A sound strategic plan is a necessary input for sound decision-making. It provides a roadmap for a business to follow and helps to ensure that resources are allocated effectively. Without a clear plan, businesses can easily become reactive and make decisions based on short-term considerations rather than long-term goals. This can lead to wasted resources and missed opportunities.

It is important for SMEs to invest time and resources into creating a well-crafted strategic plan that takes into account the unique challenges and opportunities of their industry and market. A good strategic plan should be flexible and adaptable, so that it can be adjusted as needed to respond to changes in the business environment. In



conclusion, strategic planning is a key area where SMEs in Nigeria often fall short. Without effective strategic planning, small businesses can struggle to navigate the competitive marketplace and achieve long-term success. It is crucial for SMEs to invest time and resources into creating a solid strategic plan that will serve as a roadmap for their future.

### **Indicators of organisational success among small-scale businesses**

Management techniques often stem from the strategies and protocols developed for large corporations where clear financial and operational objectives can be readily translated into specific actions for measurement of success. However, it is important to note that these techniques may not always be applicable or effective in smaller or unique organisations. It is essential for managers to evaluate and adjust these methods to fit the specific needs and goals of their respective organisation (Simpson, Padmore, and Frecknall-Hughes, 2007). The determinants of success in the entrepreneurial sector are slightly different, most disputed, and are beyond the scope of survival to a certain extent of the standard financial measures. Starting a small business can be a daunting task, and determining success in the early stages can be especially challenging. Leković and Marić (2015) noted that in the embryonic phase of small business development, it can be difficult to accurately assess success due to a lack of data from past enterprises. This period, often within the first few months of operation, is critical and uncertain, making it difficult to predict outcomes.

The numerous obstacles that arise during this phase of growth, such as low business performance, can make it even harder to gauge success. This highlights the importance of being mindful of the unique challenges and opportunities that arise during the beginning stages of small business development. Similarly, Leković and Marić (2015) stated that debate on the scope of performance and how success is described in measuring small enterprises is always open. Success and performance of small business is tightly tied. Evaluating small business performance and success category represents one of the confusing topics in entrepreneurship. There is no uniform assessment as to what success genuinely includes, as there is a vast diversity of performance or success rating elements.

Additionally, when it comes to measuring success of small businesses, relying solely on financial indicators such as total income per employee or profit per

employee, or return on investment, is not sufficient. While these metrics may be easy to measure, they fail to take into account the personal goals and aspirations of the business owners, entrepreneurs, and managers. In the context of small businesses, it is important to consider alternative success criteria that align with the unique vision and values of the organisation. This may include things like work-life balance, community impact, or employee satisfaction. By taking a more holistic approach to measuring success, small businesses can better assess their progress and make more informed decisions for their future (Lekovic, Bozidar, Maric, and Slobodan 2015).

When it comes to the success of small-scale firms, what matters most is the subjective experience of the owners, entrepreneurs, and managers in achieving the goals of the enterprise. These goals can be both basic and unique, and reflect the aspirations and motivations of the individuals involved. On the other hand, performance is the objective dimension of success, which can be measured and compared to other firms or groups of enterprises. This can be a multidimensional, qualitative and quantitative manifestation of success in terms of growth and development. According to Jennings and Beaver (1997), measuring success and performance in this way allows organisations to determine how well they are meeting established goals and achieving satisfactory, good, high, or optimal results. By considering both the subjective and objective aspects of success, small-scale firms can have a more comprehensive understanding of their progress and potential for growth.

Measuring and reporting the performance of small enterprises has traditionally been based on financial indicators, but this approach has its limitations. According to Leković and Marić (2015), research in this field has shown that financial indicators may not be the most reliable way to measure performance due to weaknesses in their calculation and handling of various categories in financial statements. This is not just a problem for small enterprises, but also for medium and large businesses due to the immature management systems and methods for performance measures. Additionally, small enterprises often have diverse business goals tied to the entrepreneurial personality, which can lead to even greater discrepancies and negative consequences when using financial indicators alone. This highlights the importance of considering alternative methods for measuring performance in small enterprises and recognizing the limitations of relying solely on financial indicators.

One important metric of success is satisfaction. Satisfaction can be considered as a basic subjective measurement of success, which may not always involve achieving specific goals, but rather offers a sense of accomplishment. This is partly driven by the gap between the personal standards and aspirations of owners, entrepreneurs, and managers, and the actual level of goal attainment. It suggests that a sense of fulfilment cannot be achieved without the complete accomplishment of defined goals. Furthermore, the performance of an enterprise is influenced by factors such as demands, preparedness and possibilities. It reflects both internal and external factors such as the perspectives of the owners, entrepreneurs, managers, the firm, and the environment.

While financial indicators may have limitations, their use in performance measurement is still necessary due to their ease of calculation and widespread application. However, for a more accurate and complete picture of an organisation's performance, it is essential to combine financial indicators with other dimensions of performance measurement. This can help to address the shortcomings of financial indicators and provide a more objective view of a business's overall performance. Researchers continue to explore the topic of business performance as a dependent variable, despite the wide range of research outcomes. Thus, it is important to use a combination of different performance measurement methods in order to get a more accurate and complete picture of the performance of an organisation.

To address the unique challenges and inconsistencies of measuring success in small businesses and start-ups, Leković and Marić (2015) proposed an innovative approach. They suggested that researchers allow business owners, entrepreneurs, and managers to freely report on their subjective feelings of success for their own business projects. This can also include the degree to which they take into account their personal and family criteria when measuring business success. By taking this approach, researchers can gain insight into markers of success that are specific to each individual business, which can lead to more accurate and meaningful results.

### **2.1.3 Concept of Goal-setting**

The concept of goal setting has a long history in the field of psychology and management. The earliest known research on goal setting can be traced back to the late 19th century, when American psychologist William James wrote about the importance

of setting goals in his influential book, "Principles of Psychology." However, it was not until the 1950s and 1960s that goal setting began to receive significant attention from researchers. One of the earliest and most influential studies on goal setting was conducted by Edwin Locke in the late 1960s. Locke's research showed that specific, challenging goals led to higher levels of performance than easy goals or no goals at all (Locke, Shaw, Saari, and Latham, 1981). This finding is now known as the "Locke-Effect" and is considered one of the key principles of goal setting theory. Following Locke's initial research, a number of other studies have been conducted to further understand the relationship between goal setting and performance.

Additionally, research has shown that setting goals can lead to better performance in a wide range of tasks and settings, including sports, education, and business. In the 1980s, researchers began to focus on the process of goal setting, rather than just the outcome. Researchers such as Edwin A. Fleishman and Gary Latham found that the process of goal setting involves several key steps, including goal commitment, goal specificity, and goal difficulty. These findings are considered important because they highlight the importance of not just setting goals, but also following through on them. In recent years, researchers have also begun to focus on the role of goal setting in team settings.

Setting goals is the process of creating an action plan that will motivate and direct a person or group of people toward accomplishing the desired goal. The theories of goal-setting became very popular among scholars in the area of organisational psychology because goals are crucial elements that establishes a positive organisational culture, improves work efficiency and motivation, enables both emotional and psychosocial support and enhance overall effectiveness of the organisation (Locke and Latham, 2002). Kerr and Landauer (2004) noted that goal-setting is an important aspect of organisational behaviour that requires the development of strategies to motivate personnel within the organisation and help in achievement of stated goals. Setting goals helps an organisation stay focused, motivate employees, improve group dynamics, and make performance more measurable.

Furthermore, it was construed in the work of Latham and Gary (2004) that goals setting provides organisations with blueprint that decides course of action and helps in being prepared for what is ahead in the future. A goal is a future target an organisation or individual intends or strives to achieve. This means that for each goal

set, an objective is set. An objective is a short-term aim with measurable results, but it lacks a distinct goal, organisations find it difficult coordinating activities of forecasting future occurrences (O'Neill, 2018). Goals are like stabilizer and controller for navigating through the business world. Goals are aspirations; when goals are set, they aim for a set of behaviours. Creating goals helps to know what it is to aim in a business. Having a goal provides a sense of direction. Direction helps in focusing on life aims. Setting organisational goals is a common technique practiced by all firms worldwide. Entrepreneurs establish business objectives that foster greater motivation and tenacity and provide essential training methods (Anonymous, 2020).

Navigating through life without goal is tantamount to driving a car without a wheel. Most people navigate through business without direction, management experts have indicated that many entrepreneurs do not really know what they want and if they do, they do not know how to achieve them (Ward, 2019). One of the most crucial business decisions, especially for start-ups, is choosing to define goals. Ward (2019) noted that business goals are often not set in a clean and precise manner. It is believed that necessity entrepreneurs are not confident they have control over their life and the events surrounding them, necessity entrepreneurs generally believed that life is influenced greatly by the circumstances and the people that surrounds is as such the power over life achievement is giving to their environments, this kind of mind-set however achieve far less than they should ordinary have achieved. It is logical to assume that most entrepreneurs who died did so with the goals of the company and a larger percentage of such businesses fail to bounce back. This does not however go without reiterating the fact that having goals is never enough, having goals that are unclear or out of line with what is exactly needed can be as disastrous as having none at all.

Goal-setting is an investment in one's self and the organisation. Any organisation dreaming of success must have some goals it pursues. The organisation's future is dependent on the thought of what are expected to happen in 5, 10, 15, 20 years' time. Every organisation must commit to setting aside time to work on goals. This may sometimes take a lot of resilience and discipline but it should not be a chore and it should not be looked forward to with dread. Goals must be fun because it involves working on things to ensure the company's future, the focus should be on the return of investment that has been dedicated achieving the goals. Part of time invested

in creating goals should be spent about thinking how it will be achieved, what is expected of an organisation may not be enough drive-in achieving goals and as a matter of fact, the drive does not come easily, it is only attained by challenging the thinkers of the goals to think about the question that may arise in setting even if it takes time, goals are for purpose and it is to help guide through clarify them and plan for the future.

Effective goal-setting involves thinking about what is wanted and not about what other people expect, starting with the big picture, making sure goals are focused and not about fantasy or exaggeration. In order to motivate workers and accomplish the organisation's objectives, organisations should effectively convey their goals. Employees can choose their course of action to support the company's achievement of its goals by having a clear understanding of the organisation's aims (Rouse, 2018). Unfortunately, many entrepreneurs spend years in unreasonable pursuit of goals that the achievement of such goals will later reflect that such goals are not in-line with their business aims. Many times, people set and reset goals, but fulfilment only comes when the goals set and achieved align with the aim of such business. Some entrepreneurs spend at least a little time daydreaming about their goals – expansion, development, making a name, lifestyles and scenarios – at one point or another. For most business owners though, it stops there. Most people will not do anything to really investigate, analyse and understand their goals and make plans to achieve them. (Rouse, 2018).

The capacity to create goals and prepare to attain them is the single most critical skill that an entrepreneur, a manager, supervisor or team leader may have. Goal-setting training helps an individual focus on what is important. Every structured organisation has a strategic aim and a plan to attain the goal(s). Each business should have a well-developed operational plan that will contribute to attaining the objectives set forth in the strategic plan, and this can only be achieved through training and retraining of decision-makers of a business. This encompasses training, methods, resources and approaches that will help achieve this confidently. The training course may entail ensuring plans are consistent with the objectives of area of responsibilities, developing and assigning objectives to people together with the required resources, winning the support of key managers, colleagues and other stakeholders, managing the delivery of plans so it achieves its overall objectives, evaluating the implementation of plans and making recommendations for improvement.

Goal-setting training programme gives participants with the training essential to integrate and implement techniques to better every aspect of life, personally and professionally. The programme focuses on creating goals and gives a proven system for manifesting desired outcomes by making the management use the latest tools to preserve personal motivation and endurance. The program's core is to construct a step-by-step personal action plan to monitor target performance and keep on track.

By developing specific goals and a plan for reaching them, humans can use their practice time more effectively and even reduce the time required to attain their goals (Frank, 2002). According to Schunk (2003), “goals can be seen as important factors in motivation and learning. In organisation settings, the ultimate aim is the accomplishment of the task ahead. The difference between individual and organisational goals is that the organisation usually sets the latter. The achievement or otherwise of it can directly affect an employee. Failure to achieve such goals may lead to negative consequences. The former can lead to increase in incentives, promotions among others. It is however important for an organisation to equip each employee with skills of setting goals as goals set by the employee themselves can be easily achieved with less pressure, the only work of the company or organisation is to communicate the company’s goal to the employees to make sure their goal will be in line with the organisation’s own.

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### **Principles of Goal-setting**

In 1968, Locke noted that precise goals contribute to better performance than non-specific objectives. Furthermore, challenging goals yield superior outcomes compared to easy ones. Ultimately, feedback played a key role in achieving the goal. He was later joined by Dr. Gary Latham, Professor of Organisational Effectiveness at the University of Toronto, Canada. Dr. Latham findings was similar in research on the factors that affected the performance of the task. Locke and Latham (1990) developed five guiding principles for setting effective goals, which are stated below:

#### **Clarity**

This is similar to the “S” in the S.M.A.R.T method of goal-setting. Locke and Latham asserted that creating explicit goals clarifies supporting actions and measuring protocols, and simplifies the identification of success.

*Example of a clear goal: quit smoking by March 30th.*

*Example of an unclear goal: quit smoking.*

An unambiguous goal can be measured and leaves no space for doubt. Goals must be very explicit about the outcome desired and how it will be measured in order to meet this criterion. Similar to the SMART goal-setting idea, having clear objectives should make it easier to assess progress, comprehend the task at hand, and succeed (Yatin, 2017).



## **Challenge**

Locke and Latham maintained that challenging goals motivate individuals and improved their output. As long as a goal was achievable, its difficult nature inspired success. By contrast, easy goals that presented little to no challenge erode motivation and negatively impact task performance.

*Example of a challenging goal: learn to speak German fluently.*

*Example of an easy goal: learn German travel phrases (e.g., “Where’s the nearest restroom?”).*

To achieve the right level of challenge, proper moderation is necessary while setting challenging goals. Too easy or too difficult to achieve goals have a negative impact on motivation and decrease performance. When goals are in the middle of effortless and demanding, motivation is at its highest.

## **Commitment**

This principle focuses on getting all involved parties on the same page. In a team setting, everyone needs to agree to pursue the goal in question and commit to expending resources (time, focus, capital) toward its achievement. According to Locke and Latham, (2004) this “buy-in” positively affects motivation and improves the likelihood of success. Commitment is just as important when you’re working on your own. Whenever you set a personal goal, it is essential that you’re devoted to achieving it.

*Example of commitment: spending two hours a day, regardless of circumstances,*

*learning to play the guitar.*

*Example of non-commitment: willingness to abandon guitar practice to enjoy other activities (watching TV, meeting friends for dinner.).*

In the field of motivation and goal-setting, researchers have identified several key factors that can impact an individual's level of commitment to a goal. Miner (2005) highlights two key considerations - the perceived desirability of the goal and the individual's perceived ability to achieve it. Furthermore, when an individual is committed to a goal and discovers that their current performance is not meeting the

required standards, Latham and Locke (2004) suggest that they may increase their effort or adjust their strategies in order to reach the goal. This highlights the importance of understanding the factors that influence commitment levels and the role of performance feedback in shaping an individual's motivation to achieve a goal.

## **Feedback**

Locke and Latham claim that monitoring progress is crucial in goal achievement. Being aware of progress motivates individual when efforts are on track. It also gives people an opportunity to make adjustments as needed.

*Example of a good feedback loop: weekly reviews to monitor the achievement of sub goal milestones.*

*Example of a bad feedback loop: lack of a regular review process.*

Feedback that is clear ensures that, if necessary, action can be taken. Feedback enables anyone to concentrate on their skills and create new, more realistic goals if performance falls short of the standard required to achieve a goal. If such information is hidden, people will not be able to assess the efficacy of their actions early, which could result in a slowdown in the rate of growth.

## **Complexity**

The complexity of goals has a nominal impact on performance to an extent. Once this is attained, it severely impacts people begin to feel overwhelmed. Locke and Latham found that overly complex goals degrade morale and motivation, negatively affecting performance.

*Example of tolerable complexity: a 5-exercise workout routine that focuses on foundational movement patterns.*

*Example of intolerable complexity: a 20-exercise workout routine optimized with continuously modified sets, reps, and durations.*

In the literature of goal-setting theory, Miner (2005) posits that overly complex tasks can have a dampening effect on the effectiveness of goal-setting. When goals are too difficult or out of an individual's skill level, they may become overwhelming and negatively impact motivation, productivity, and morale. However, it is important to note that the time-line for achieving such goals should be realistic. Providing ample

time to work towards an objective allows for re-evaluation of the complexity of the goal and for progress to be regularly assessed and improved. This research highlights the importance of setting goals that are challenging, but also within an individual's capabilities to avoid frustration and disengagement.

## **Models of Goal-setting**

### **1. SMART**

A popular method for concentrating on performance at the institutional, organisational, and individual levels is the SMART framework (Fielding, 1999). Goals are often organised to be specific, quantifiable, attainable, realistic, and time-based using the proven model of goal-setting (Doran 1981; Fielding 1999; Wade 2009). Doran (1981), a brief piece written by a consultant for a professional audience, was credited as the first published usage of a SMART framework. It provided a practical justification for the method without making mention of preceding material.

The acronym S.M.A.R.T. highlights the five fundamental principles of the system:

**Specific** indicate that a goal will be distinct and precise. For instance, it is not enough to aspire to “lose weight.” It is better to aspire to lose 20 pounds. This specificity creates accountability and defined success versus failure. Specificity is seen in the goal-setting area as being essential to success. A specific goal is one that is precise and describes the aspect of performance that has to be addressed, according to Doran (1981). Similarly, goal specificity is described by Locke et al. (1981) as the degree of quantitative accuracy with which the aim is articulated. Goal-setting guidelines are provided by the Substance Abuse and Mental Health Services Administration (SAMHSA). These include stating the task or goal in clear terms, identifying the person or group in charge of completing it, establishing accountability, utilising action verbs to describe the mental or physical tasks required, and providing enough information to assure clarity. Depending on the goal, different levels of detail will be needed, but it is crucial to make sure the goal is clear enough to be understood and taken seriously.

**Measurable** means goals should allow one to monitor progress. In the example above (“lose 20 pounds”), an individual can easily track how much weight he lost by stepping onto a scale once a week and writing down the results. For effective goal-

setting, it is essential to define measurable objectives since they offer a simple and concrete means of monitoring development. People can better comprehend what it is they want to accomplish and work towards it more readily if they define a precise physical representation of the goal, such as a specified weight, sum of money saved, or deadline for completion. Measurable goals also give a person a target they can work toward and a way to track their progress and make changes as necessary.

Measurable goals have been found to boost motivation and result in greater levels of success. According to a study by Locke and Latham from 2002, people who set tough, explicit goals with clear performance feedback outperformed those who did not. This involves the timeline with which you will complete the goal, the amount of money you want to save, weight you want to lose, etc. A measurable goal provides you with the specific destination.

**Attainable** means that a goal should be realistic. For example, “lose 20 pounds in six months” is feasible for most people. “Lose 20 pounds by next week” is not. Setting goals that are realistic and feasible is essential for success. Setting a goal that is excessively challenging or unattainable might cause dissatisfaction and failure in the end. On the other side, choosing a goal that is overly simple can result in a lack of drive and ineffectiveness. A realistic goal should be challenging for the individual, but also feasible with the available resources in a reasonable amount of time. According to research, creating reasonable goals can increase the likelihood that those goals will be achieved. According to a study by Locke and Latham (2019), those who set detailed, tough, and reachable goals were more likely to succeed than people who set less specific or challenging goals. Setting attainable goals might also assist people in discovering previously unnoticed opportunities or resources that can help them achieve their goal. For instance, setting a target to boost sales by 20% during the following quarter might prompt the discovery of fresh market prospects or a reassessment of present sales tactics.

**Relevant:** When the following question is answered affirmatively, a goal is relevant. "Does it seem worthwhile?" "Is this the proper time?" "Does this match our other efforts/needs?" "Am I the right person to achieve this goal?" and "Is it applicable in the current socio-economic environment?" are some questions to ask. If the goal is pertinent and in line with a person's long-term intentions and aspirations, they can signal this by responding "yes" to these questions. Setting meaningful goals also takes

into account the socioeconomic climate of the time, ensuring that they are achievable and useful in the given situation. This may entail considering elements including the available resources, current market trends, and any potential barriers or constraints. In summary, setting relevant goals is essential for goal-setting success because it guarantees that the goals are important to the individual and are in line with their long-term plans and desires.

**Time-specific** means that a goal should be accompanied by a deadline. An example is to “lose 20 pounds by the first day of summer.” Having a deadline hones focus and encourages execution. Establishing a specific time for a goal is crucial because it gives you something to work toward and creates a sense of urgency. This critical stage in the SMART goal criterion helps to ensure that daily tasks don't take precedence over longer-term objectives. Research indicated that giving a goal a target date can improve the likelihood that it will be accomplished. According to a 1997 study by Tice and Baumeister, people who established a deadline for a goal were more likely to accomplish it than those who did not. Furthermore, Locke and Latham's study from 2002 indicated that giving a goal a deadline enhanced commitment to the objective and effort, which in turn resulted in higher levels of goal achievement. Setting a deadline also improves concentration and motivation. It offers a precise schedule and a sense of need for action. Setting a goal date allows people to monitor their progress, gauge the effectiveness of their efforts, and make adjustments as needed. This results in a more methodical approach to reaching the objective. In conclusion, the key phase in the goal-setting process is deciding on a target date for a goal. It creates a sense of urgency, gives people something to strive for, and helps keep daily duties from taking precedence over longer-term objectives. Setting a deadline can also improve concentration, motivation, and the likelihood of achieving a goal.

## **2. OKRS (OBJECTIVES AND KEY RESULTS)**

The Objectives and Key Results method is simpler than the S.M.A.R.T. First, an objective is set. Then, identification of the metric that best indicates the progress. Finally, monitoring the metric until the accomplishment of the set goal. OKRs are typically used on an organisational level. For example, a manager might encourage his or her employees to set objectives and identify and track key results to ensure that goals are achieved. It effectively communicates goals to a large group of people and aligns everyone's efforts across the existing hierarchy. Damon (2018) suggested to

incorporate the principles of the S.M.A.R.T method if an experiment on goal-setting is to be carried out. Specifically, deadlines must be set and continually reassess the merit of each of your goals.

### **3. B.S.Q. (BIG, SMALL, AND QUICK)**

This approach originated from David Van Rooy, an expert in organisational psychology. He advocates setting big goals, specifying smaller sub goals that serve as guideposts on the track toward goal achievement, and establishing a time-line. According to Van Rooy, the first step is to think big, confident of accomplishing more than is thought. The second step establishes a series of benchmarks that can be used to monitor the progress and enumerating each action will be taken to reach the desired state. The third step encourages the use of deadlines to spur people into taking action. The fact that deadlines are clearly evident is one of the BSQ framework's primary advantages. Larger goals can be broken down into smaller, more manageable portions, which makes it simple for people to pinpoint the precise measures they must take to reach their objectives. The BSQ framework also aids in improving motivation and concentration because it enables people to track their advancement toward a bigger objective. The BSQ framework's effectiveness in achieving goals has been supported by research. Anonymous (2018) indicated that people with high procrastination levels were more likely to achieve their goals and be motivated and focused while using the BSQ framework.

### **4. BHAG (BIG, HAIRY, AND AUDACIOUS)**

This goal-setting approach was popularised by Jim Collins and Jerry Porras. The basic framework of BHAG is to set a daring long-term goal. This goal is likely to appear extraordinary, even outlandish, to other people. An example would be to aspire to climb Annapurna in Nepal, a mountain that's widely regarded as the most dangerous on Earth. Or to build a billion-dollar company. Or to be elected to the highest public office in the land. Such goals are considered to be "big, hairy, and audacious."

The steps are as follows:

#### **Step 1 - Brainstorm a courageous long-term goal.**

This goal needs to be big and compelling. It should strike an emotional chord in anyone who hears it. It should also be specific and have a clear destination; there

must be no question regarding whether the goal has been achieved.

## **Step 2 - Evaluate its feasibility.**

Being inquisitive as to whether it is truly possible to achieve set goal. Questions to be asked include do you have the necessary resources (time, attention, energy, and capital) to make it happen? Can

you dedicate these resources over the next several years? Etc.

## **Step 3 - Pledge that the goal will be achieved.**

One important aspect of this model is committing to doing whatever is necessary to realize the objective. The sooner action is taken, the better.

### **2.1.4 Concept of Relational Intelligence Training**

As humans' transition from the Industrial/Information era to the Relational Age, leadership styles will also have to change. Effective leaders can no longer give orders and simply expect their workers to jump to work. In reality, with too many orders, employees are less efficient. Today's leaders must concentrate on developing long-term relationships with their workers. As such, command and control should be replaced by influence.

The idea of "relational intelligence" or "savoir-relier" was first offered as a strategy to educate leaders for the twenty-first century. The term, which loosely translates to "relational intelligence," highlights how crucial it is for leaders to be able to engage with and form deep connections with people. In order to succeed in the 21st century, leaders must not only have conventional kinds of intelligence but also the capacity for effective interpersonal connections and teamwork, according to Gauthier's study on the subject. Nevertheless, relational intelligence is a new to research, coined from the concept of emotional intelligence. It's origin as at the time of this research cannot be ascertained as controversies has surrounded who the work should be rightfully attributed to.

Although, Daniel Goleman, Richard Huseman and Esther Perel are among the leading authors that distinguished relational intelligence from emotional intelligence. The two concepts have a point of convergence and divergence. Huseman, (2012) posited that the level of intelligence people exhibits in (ourselves, family, friends, peers, supervisors, employees, the community, and the world) relationships is the

measure of how successful they are in life. In comparison to the frequently used term "emotional intelligence," Perel (2019) favoured the term "relational intelligence." She says this is because it is not a self-referential idea but rather involves understanding how to interact with others and become attuned to their needs. She went on to say that relational intelligence is the capacity to interact with others at work and build trust. In order to set limits, comprehend someone else's work habits, and understand how to deal with conflicts and betrayed trust, one needs to be able to connect with people.

Furthermore, Goleman (2006) noted that relational intelligence is an umbrella term used for skills that allow people to navigate their world competently and effectively. Relational intelligence, according to Pless and Maak (2005), is the capacity to interact with people from different origins and cultures both inside and outside of an organisation. This involves the capacity to relate to and respectfully engage with stakeholders domestically and abroad who represent a variety of cultures and interests. Pless and Maak claim that individuals who possess high relational intelligence have a special ability to negotiate and forge meaningful connections across boundaries, organisations, industries, and cultures. In today's business and connected society, this competence is crucial for leaders to succeed. Relational Intelligence allows the human brain to create bonds with others; these bonds will be sustained through thick and thin. Research proved that these bonds provide a deep sense of joy and well-being than anything in the experience of humans. RQ sustains human resilience - studies are constantly showing that RQ is more predictive of our success as humans than IQ (Cherniss, 2000).

The components of relational intelligence are related to the one that are obtainable from emotional intelligence. It comprises numerous social skills that help relate with people from diverse cultures. This study will explore some of the social skills with a view to improve entrepreneurial success among small business owners. Perel (2019) stated that RQ incorporates empathy, communication, listening, verbal and non-verbal cues, self-awareness, conflict management, accountability etc. into training of relational intelligence, which have been previously identified as skills necessary for the success of small-scale business survivors.



## **The Role of a Relational Genius**

In describing characteristics attributable to relational intelligent persons, Saccone (2009) highlighted the following:

**The Story Collector:** The journey to making a person feel known includes learning to be a story collector—someone who draws the story of people's lives with sincere interest. The ability to build relationships where people feel known and understood via the sharing of their own experiences is a trait of persons with high relational intelligence, according to Smith et al (1992). This can entail actively searching out other people's tales and investigating their dreams, past, and present with genuine curiosity and empathy. People can build stronger connections and foster a sense of being truly known and understood by focusing on the most important turning points in their lives rather than every little detail. With this strategy, people can not only create better bonds with others but also gain a deeper appreciation for the various viewpoints and experiences of those around them.

**Energy Carrier:** Saccone (2009) stressed that there are two kinds of people in the world: those who can read the tone and those who can set the tone". They are known as tone-setters and are thought to have a stronger capacity for relational intelligence. Tone-setters are able to affect their exterior environment by channelling their inner force, and they can make a positive difference in situations by changing the undercurrent. These people pay attention to the energy in their surroundings rather than just the duties at hand, which enables them to spot chances to make a difference. Tone-setters are able to communicate the strength of their perspective to those around them by understanding the relevance of seemingly unimportant parts of a scenario.

**Compelling Relator:** Relational intelligence includes the capacity to influence and interact with people as well as the ability to connect with them. People with compelling relationships have distinctive qualities that enable them to have fruitful, lasting relationships. According to literature, compelling relators are fearless in challenging the current quo and have confidence in their opinions and convictions (Saccone, 2009). Even if it means completely disregarding their own comfort or worries, they give speech and act for the larger good priority (Saccone, 2009). Furthermore, skilled communicators recognise the value of modifying their style of communication to best suit the target audience. They comport themselves with passion

and adapt their approach to the needs of the other person since they are conscious that individuals have limited attention spans and are constantly being inundated with information (Saccone, 2009). Overall, the ability to participate in meaningful connections and persuasively convey one's thoughts and convictions is a significant aspect of the compelling relator attribute, which is a crucial aspect of relational intelligence.

**Conversational Futurists:** Conversational futurists realize that every conversation is alive with potential and can move forward and create change. They approach every conversation with the objective of moving the conversation toward a better future. They take the initiative to direct the discourse and have outstanding communication skills that they apply to advance the cause (Briggs, 2019). Many experts and futurists have been interested in the role of discourse in moulding the future because they think it has the capacity to affect cultural norms, attitudes, and beliefs and propel change in a positive manner. The architects of this movement are those who use conversation to influence the future and advance society.

**Disproportionate Investors:** It is well known that investing in relationships is a key factor in determining success in both the personal and professional spheres. Disproportionate investors are those who manage their social connections and investments with a high level of emotional intelligence and social savvy. They make the most of their relational energy to cultivate deep connections and create enduring partnerships, which boosts their influence both personally and professionally. These investors stand out from ordinary customers because they have a special blend of abilities that distinguish them from those who only seek to gain value from others. Disproportionate investors, as opposed to consumers, are more concerned with providing value to others through their time, expertise, or resources. They can build a solid reputation and strong relationships that over time may be quite beneficial thanks to this way of thinking. Additionally, disproportionate investors are aware of the link between their relational energy and the possible results it may bring about. They pick their investments wisely and are aware of the return on their interpersonal investments. They may optimise their influence and more successfully accomplish their personal and professional goals thanks to this calculated strategy.

**Likeable Hero:** It is common for likeability and trust to go hand in hand, with one being a reliable indicator of the other. It is thought-provoking to consider the spiritual

side of how much people resemble one another. Likeable people have a high but grounded level of optimism about their careers, personal lives, and social connections. They are willing to help others and make interactions enjoyable as a result of their positivity. It is generally acknowledged that connections have a big influence on what it means to be human. They are intricate and delicate, and they have the power to either bring about great happiness or great despair. Relationships are frequently seen as the most demanding and dynamic component of our lives because they touch on all facets of who we are—emotionally, socially, and professionally.

Like the corporate world, the human economy is based on connections. These connections can affect both our personal and professional lives, affecting things like our happiness levels generally, social standing, and financial stability. To fully benefit from the advantages that positive relationships offer, it is imperative to devote time and effort to nurturing them. Overall, the connection between likeability and trust emphasises how crucial relationships are to defining our lives. People that are likeable are better able to establish lasting bonds, promote trust, and uplift others around them. Relationship investment can yield enormous benefits and provide a road to a happy life.

### **Building Relational Intelligence**

**Encourage:** In order for an organisation to succeed, leadership is essential. This means creating an environment where people can flourish and reach their full potential. Catron (2017) underlined that effective leaders are adept at both celebrating the good and providing feedback for improvement. In this sense, encouragement refers to an intentional action by the leader to offer criticism intended to bring out the best in others. Relational leaders, in particular, put an emphasis on the advancement of their staff members and look for opportunities to offer encouraging criticism throughout every engagement. They are aware that part of their job is to mentor and encourage their subordinates as they develop on both a professional and personal level, in addition to assigning duties and responsibilities. As it promotes a healthy work atmosphere and raises employee morale and engagement, encouragement is a potent tool for leaders. Employees are more likely to be motivated, give their best work, and grow a sense of loyalty and dedication to the company when they feel valued and recognised. In conclusion, the idea of encouragement in leadership emphasises the

significance of giving subordinates encouraging and constructive criticism. Relational leaders can create a great work atmosphere, boost employee morale, and ultimately promote organisational success by concentrating on the growth and development of people they manage.

**Connect:** Making connections with other people is one of the most important aspects of leadership, despite its complexity and diversity. A leader must be able to connect with their team in order to influence them toward fresh concepts, objectives, and behaviours. Great leaders are aware of the value of establishing relationships with their staff that go beyond their position within the company. They are interested in learning what inspires, motivates, and makes people of their team happy and successful. This strategy contributes to the development of a more encouraging and nurturing work atmosphere in addition to merely managing the workload of their team. According to studies, a leader's ability to connect with others is crucial; and emotional intelligence are positively connected with organisational performance (Goleman, 2006). Additionally, a leader's capacity to relate to their team can result in higher levels of employee happiness and engagement. In essence, interpersonal relationships are a key component of good leadership. Great leaders see the value of developing a relationship with their staff that extends beyond their position within the company. Leaders can foster a loving and supportive work atmosphere by interacting with their team, which improves organisational performance and raises employee engagement.

**Create a healthy environment:** A key factor in determining workplace culture is leadership. Leaders are in charge of making sure that their team works in a safe and effective environment. Due to the fact that excellent team cultures do not emerge by accident, this calls for intentional work. When teams are a part of a positive corporate culture, they are more likely to collaborate well, go above and beyond the call of duty, invest personally, and accept responsibility for their successes and failures. A strong organisational culture is mostly shaped by leaders of integrity. They ensure that prejudice is not permitted within the organisation and set the standard for moral conduct. Leaders must also establish sound policies, procedures, and systems that support the mission and goals of the organisation. This includes making sure that everyone is on board with the mission and objectives of the company.

**Show compassion:** Effective leadership is dependent on empathetic leadership. Concern for others and the capacity to comprehend and react to the emotions of their

team members are traits of empathetic leaders. This type of leadership is founded on empathy, modesty, and a desire to be of service to others. Simons and Peterson (2000) noted that compassionate leaders put the provision of care ahead of claiming victory. They understand that success is a team effort and that it is their responsibility as team leaders to encourage and support their teammates. Empathetic leaders establish a collaborative and inclusive work atmosphere that promotes trust by prioritising the needs of others. It is typical for leaders to lose touch with the reasons why they took on the position because leadership may be a demanding position. Empathetic leadership enables leaders to keep their bond with their team and focus on their role's objectives. Empathetic leaders maintain their focus on what really matters and stay rooted in their leadership journey by prioritising the needs of others and exhibiting compassion and understanding. Empathetic leadership is a useful and successful leadership approach overall. Leaders who are compassionate prioritise both the needs of their team members and the provision of care. This strategy supports leaders in keeping their bond with their group and the goal of their position strong, which improves organisational results.

**Love the team:** Utilizing employees' skills and competencies effectively to promote organisational success is a major leadership role. As a result, leaders are essential in helping team members feel a sense of purpose and belonging. It is critical that staff members comprehend the importance of their work and how it contributes to the organisation's overall performance. Employees need to be reminded of their importance and the effect they have on the team and the organisation as a whole by their leaders. Leaders foster a sense of purpose and motivation that boosts staff engagement and productivity by giving this kind of praise and feedback. Employee morale, contentment, and performance all benefit from recognition, which boosts retention and engagement. In conclusion, leaders are essential in encouraging a sense of recognition and purpose among workers. Leaders may increase employee engagement, motivation, and satisfaction, which will improve organisational outcomes, by reminding staff members of the importance of their work and the impact they have on the team and organisation.

### **2.1.5 Concept of Locus of control**

Over the past 50 years, psychology's most crucial principle has emerged as the perception of control. This is demonstrated by the findings of several behavioural studies, which show that a person's perception of control affects any efforts they have made. The concept is one of the most researched areas in psychology due to the prevalence of this influence in and outside of the various spheres of professional life (Lefcourt 1991). As researchers look into variations in people's sense of control, the measurement scales had been translated into a number of languages.

Entrepreneurs are viewed as a major asset for the economy. They produce progress and riches for the society. For entrepreneurs, the likelihood of starting a firm and the impact of failing is both very high. Entrepreneurs have a high exposure to adverse situations, such as anxiety, terror, and stress, despite the fact that they are said to be enthusiastic and passionate about their businesses (Chen, Yao and Kotha, 2009). The fact that entrepreneurs choose to deal with stress, challenges, and adversity suggests that they have certain dispositional traits and psychological capital.

A person's sense of control over the occurrences and results of their life is referred to as their locus of control, which is a personality feature. Rotter (1996) asserts that people may differ in their perceptions of their acts and their results, with some feeling they have direct control over life's events and outcomes (internal LoC) and others crediting their accomplishment or failure to outside forces like chance or fate (external LoC). Hansemark (1998) also pointed out that people with an external LoC could think that outside forces are responsible for their success in various endeavours.

According to Brockhaus (1982), in contrast to the general population, business owners frequently have a greater internal LoC. This indicates that they think their actions directly affect how their business turns out. Brockhaus added that successful and unsuccessful businesses may be distinguished by their internal LoC. In addition, Robinson et al. (1991) discovered that a favourable attitude toward entrepreneurship is connected with an internal LoC, or the conviction that one has control over one's own actions and consequences.

In recent years, psychology has paid a lot of attention to the concept of LoC, especially in connection to how it affects attitudes toward entrepreneurship. A person's

perception of how much their choices and actions affect the course of their life is referred to as their locus of control (Shane and Venkataraman, 2000). It has been discovered that this view has a significant impact on a variety of facets of a person's life, including job attitude, view of the business environment, job performance, and career success (Ng et al., 2009). According to a study, a person's sense of control directly affects how they perceive opportunities, and their perceptions of how their actions will affect future events have a significant impact on their entrepreneurial attitudes (Wang, Bowling, and Eschleman, 2010). To put it another way, a person's LoC can have a significant impact on their capacity to identify and exploit market opportunities, thereby making it an important element in the growth of entrepreneurial success. The findings of this study make it obvious that studying the effects of locus of control on entrepreneurial attitudes is crucial since it has the potential to provide light on how successful entrepreneurs establish their businesses. Therefore, furthering our grasp of this crucial psychological concept requires continuing research into the connection between LoC and entrepreneurial behaviours.

Locus of control, according to Deci and Ryan (1985), is the degree to which people think their actions or outside forces have an impact on their results. People who have an internal LoC frequently think that their own decisions, abilities, and activities determine their results (Mueller and Thomas, 2001). Studies have revealed a favourable correlation between this confidence in one's ability to influence outcomes and a variety of behavioural outcomes, including success in the workplace, job performance, and attitude. People that have an internal LoC are more proactive and are more likely to see business prospects, according to Shane and Venkataraman (2000). They also have a propensity to handle issues and challenges constructively and with a stronger desire to learn and develop new abilities (Luthans et al., 2006; Hsiao et al., 2016).

On the other hand, people who have an external LoC are less likely to have confidence in their skills and work and may blame their successes on other forces like luck (Ng et al., 2009). This limited sense of control may make it more difficult for them to see and seize business possibilities (Zigarmi et al., 2018). The LoC theory logically hypothesises that the internal orientation leads more towards a higher degree of work satisfaction than the outward orientation. It would, for example, not be easy to imagine an employee who has little confidence in his or her own actions and talents

and who has an impact on the results would ever have been prepared to work hard with great passion and devotion to attaining the goals in the workplace. Finally, it has been demonstrated that LoC has a significant impact on how people perceive their surroundings and behave. It affects people's work success and decision-making significantly and goes well beyond merely providing motivation (Hsiao et al., 2016).

### **2.1.6 Concept of Entrepreneurial Self-efficacy**

In order to avoid lowering the quality of the variable, both the general and the specialised self-efficacy domains will be examined in this section. Self-efficacy was first discussed in psychology theory of motivation in the 1950s, despite the fact that Bandura predominates writing on the topic (Kear, 2000). When Bandura's social learning theory of behaviour modification was created a little over 20 years later, the idea did not seem to garner attention once more. (Bandura, 1977; Kear, 2000). Afterward, he changed the title of his theory from "social learning" to "social cognitive theory" to distinguish it from the other theories that were popular at the time and to emphasise the crucial role that cognition plays in a person's ability to create reality, exert self-control, encode knowledge, and direct actions. in Pajares (2002)

According to Bandura (1986), self-efficacy is a person's perception of their capacity to plan and carry out the actions necessary to achieve a specific sort of outcome. More clarification is required for two key parts of this notion. First off, self-efficacy is a belief in one's perceived talents; it is not always correlated with actual aptitude. According to Bandura (1986), the most useful measures of effectiveness are those that somewhat exceed one's actual abilities because this overestimation will actually encourage dedication and perseverance during challenging circumstances. In fact, a second essential element of Bandura's (1986) definition of self-efficacy is the idea that people use their efficacy judgements achieve reference to some objective ("attain designated sorts of performances"), which represents both the task- and situation-specific characteristics of efficacy beliefs. While self-concept and self-perceptions of competence may be domain-specific, they tend to be more all-encompassing self-perceptions than other, broader measures of anticipation, such as self-efficacy (Pajares, 2004).

Additionally, Bandura (1997) proposed that the core of human functioning is the conviction in one's own self-efficacy. One must have the confidence that they can



carry out the necessary actions successfully under difficult conditions in addition to the requisite knowledge and skills in order to complete a task. Therefore, in order to function effectively, knowledge and effectiveness beliefs must be properly applied—two factors that coevolve as people mature and learn. Furthermore, these two elements of efficient human functioning interact with one another reciprocally, or through what Bandura (1997) refers to as "reciprocal causation," where the effectiveness of one element depends in part on the effectiveness of another.

The self-efficacy theory states that knowledge about one's efficacy beliefs emerges from four primary sources: (a) enactive mastery experiences (actual performances); (b) observation of others (vicarious experiences); (c) verbal and nonverbal persuasion; and (d) physiological and emotional states from which one can infer one's level of accountability, strength, and susceptibility to dysfunction (Bandura, 1997). According to a study, enactive mastery experiences are the most convincing of these four types of efficacy information because they provide the most immediate, concrete evidence that a person may gather the personal resources necessary for achievement (Phan and Locke, 2015). While repeated failure tends to weaken efficacy beliefs, past success tends to boost them. But the effect of performance victories and failures is a little more nuanced than that. For instance, "if substantial efficacy expectations are built by recurrent success, the negative impact of occasional failures is likely to be minimised.

Self-efficacy can also be used to determine why some people reject the idea of being labelled as entrepreneurs. Some people avoid being entrepreneurs not because they lack the capacity to do so, but rather because they believe they do not have the capacity. Chen (1998) observed that by distinguishing between those who are entrepreneurs and those who are not, the idea of entrepreneurial self-efficacy is promoted. People who have higher levels of self-efficacy typically believe they can overcome challenges and predict better outcomes (Vecciana et al., 2005). Entrepreneurial self-efficacy aids in the distinction between managers and entrepreneurs and is correlated with the desire to start a business, suggesting that someone who has this belief or feeling is more likely to do so than someone who does not (Chen et al., 1998; Markman et al., 2005).

Entrepreneurial self-efficacy is comparable to a person's confidence in their capacity to successfully launch and manage a business. It is an important part of the

entrepreneurial process and has been the subject of numerous studies in the sector. Entrepreneurial self-efficacy is linked to entrepreneurial activity and the success of new ventures, according to numerous studies. For instance, Piperopoulos and Dimov (2015) demonstrated that those who had high levels of entrepreneurial self-efficacy were more likely to identify and pursue entrepreneurial opportunities as well as to persevere in the face of difficulty. According to Burnette et al. (2020), those with high levels of entrepreneurial self-efficacy were also more inclined to take entrepreneurial action, such as opening a business or looking for new prospects.

Goal-setting and resource acquisition are two other critical outcomes in the entrepreneurial process that have been linked to entrepreneurial self-efficacy (Liao and Chen, 2006). As an illustration, Chen et al. (2007) noted that those with high levels of entrepreneurial self-efficacy were more likely to set difficult goals and more inclined to look for the resources required to attain those goals. Entrepreneurial self-efficacy has been linked to results at the organisational level in addition to those at the individual level. For instance, Wong and Wong (2008) indicated that businesses with high entrepreneurial self-efficacy levels were more likely to exhibit creative behaviour and to prosper financially. The research suggests that entrepreneurial self-efficacy is a critical component of the entrepreneurial process and should be taken into account when analysing entrepreneurial behaviour in general.

## **2.2 Theoretical Framework**

The complex and multidisciplinary discipline of entrepreneurship research aims to comprehend the drivers, patterns, and progression of entrepreneurs. A variety of socio-economic elements, such as the characteristics, skills, and attitudes of entrepreneurs as well as the environments that encourage and facilitate their development, influence the socio-economic phenomena of entrepreneurship (Dedekuma and Akpor-Robaro, 2014). It is not unexpected that the theory of entrepreneurship has changed and become more fragmented over time given the complexity of entrepreneurship and the variety of viewpoints on the topic. Although, there is no one theory that can fully explain all of human behaviour and actions, entrepreneurial theories attempt to provide light on the motives, behaviours, and processes that underlie entrepreneurial activity.

As social creatures, entrepreneurs are impacted by a variety of elements, such as psychological and personal traits, cultural and societal norms, and current economic and technical trends. The variety of theories and viewpoints that are present in the academic papers, each of which aims to shed light on a different facet of the entrepreneurial experience, reflect the complexity of entrepreneurship. Despite the variety of viewpoints, entrepreneurship study has significantly advanced our knowledge of the forces that encourage entrepreneurship, the attitudes and behaviours of entrepreneurs, and the environments that foster the creation and expansion of new businesses. Scholars and researchers may improve policy and practise to assist the expansion and growth of entrepreneurs and new businesses by further exploring the complexity of entrepreneurship. This will help us better comprehend this significant phenomenon.

### **2.2.1 McClelland Theory of Motivation**

This research was anchored on McClelland theory of motivation. The reason behind the choice of this theory is because of its general applicability to entrepreneurial motivation and entrepreneurial success amongst other variables in the study. David McClelland, a psychologist by training, endeavoured to explain entrepreneurial emergence and conduct in humans in the early 1960s and comprehend the elements that drive the establishment of an entrepreneurial economy. McClelland's purpose was to determine the impact of psychological elements in driving people to become entrepreneurs. He conducted a study of how people in his culture apportioned the "need-for-achievement" in order to achieve this. He produced what is likely the earliest and most important psychologically-based theory of entrepreneurship based on his results. One extension of this idea is Maslow's Need hierarchy. Everyone has three motivating needs, according to McClelland, independent of their demography, society, or level of income. Their ethos and life experiences serve as the catalyst for these motivational types.

The findings of McClelland indicates that individuals who aspire to engage in the entrepreneurial sector are driven by a psychological desire for success and exhibit a high degree of need achievement. He argued that someone would establish and sustain a business because they wanted to thrive in order to succeed. One of the most popular and useful theories in psychology and organisational studies is the notion of (learned)

needs. Many of the most fundamental human goals and challenges and motivating people are addressed by these requirements, according to Winter (1992).

Three fundamental motivations—the need for power (n-Pow), the need for affiliation (n-Aff), and the need for achievement—are what propel people, according to McClelland's theory of motivation. One's personality is shaped by which of these urges predominates. According to McClelland's theory, a person's environment and society can have an impact on how these motives evolve. Notably, the theory emphasises the importance of a person's natural goals as well as the influence of outside stimuli on motivation.

The need for achievement motivation is regarded to be a germane ingredient for the development of entrepreneurship. He emphasised that Achievement need motivates owners act with a great deal of aspirations and expectation as well as passion to drive home their objectives. People that are n-Ach work harder, execute outstanding tasks, and value innovative successes more than rewards (Ebisike, 2002). The desire to achieve one's goals is what is known as the drive to pursue achievement. Individuals achieve success when they can accomplish their goals despite of or in spite of the circumstances of other people. High achievers hate luck-based success and look for determinable reasons for their achievement or failure rather than allowing chance determine the result (Robbins and Judge, 2011). Additionally, depending on the visible outcomes of their efforts, people with high need for achievement experience happiness or sadness. According to McClelland, n-Ach orientation aids in comprehending the distinctions between "what one is" and "who one is" (Ebisike 2002).

In essence, he said, a person's desire for personal success is what motivates him to found and maintain a business. He claimed that rather than requiring particular training, emotional practise, or moral conviction, the "desire for achievement" is an intrinsic trait shared by all people to varying degrees. It is this intrinsic desire that provides the disposition that supports the logical pursuit of good and socially desirable/profitable behaviours in and of themselves, even in the absence of a specific training, emotional practise, or value orientation. According to the notion, persons with a high demand for achievement prefer taking chances, but only sensible ones. Such risks push them to try harder. It was emphasised that as opposed to distinct ideologies and value systems, differences in entrepreneurship amongst classes, tribes, or nations can be attributed to their unique positions of "need-for-achievement" in the hierarchy

of intrinsic incentives. According to McClelland, certain cultures develop more persons with a high "desire for achievement" than others.

This explains the disparity in economic advancement and industrialisation between countries as well as the dearth of successful entrepreneurs and low rate of entrepreneurial activities in many countries. In terms of content, the need for achievement includes the following behaviours: thinking of ways to improve while performing any activity, feeling enthusiastic about everything one does, acting ethically in all respects, competing with oneself, which comprises competing with others, long-term participation, and accomplishing anything that someone has or wishes to do better than one did it previously in terms of content and method as well as in the use of resources for goals: This involves dedicating a significant amount of time or money to whatever one enjoys or wants to do in order to achieve great results (This aligns with the attribute of goal-setting).

A person's craving for power reveals their desire for influence. This could manifest as efforts to influence people's behaviour in ways that ordinarily is in contrast to their behaviour (McClelland, 1975; 1985). In essence, those with a high need for power want to be in a position of power in order to control what other people do. Those with high need for power demands to actively seek the trappings of status and crave being in competitive, status-driven circumstances (Veroff, 1992). The worry of having the ability to persuade others or change their behaviour in order to go in the desired direction and accomplish the desired goals is known as the need for power. Ownership of a business may reflect a desire for power. Additionally, one would understand that in order to launch a firm, one must gain the support of investors, equipment and material suppliers, staff, and clients. Power can also be utilised to improve the lives of others and make a difference, rather than just serving one's own interests. Influencing the actions, feelings, and beliefs of others or the entire world gives people driven by the need for power a sense of fulfilment. They work to dominate and impress those around them and are preoccupied with notoriety and recognition (Winter, 1992). The need for power concept also explains why some individual stay in business to be their own boss.

The drive to form intimate, cordial ties with other people can be demonstrated in the need for affiliation which coincides with relational intelligence. McClelland emphasised on the importance of relationships in the success of entrepreneurs. During

social interactions, people impart crucial knowledge on how to behave. According to the reciprocity norm by Meyer and Allen (1997), humans may provide relevant information if they feel a sense of obligation. Although, an area that has caused disputes, as experts have seen high demand for connection to be detrimental to entrepreneurs' success. Nevertheless, several academics have associated with the argument that the world is moving and what was formerly right is currently becoming less right (Huseman, 2012; Perel, 2019). People who have a strong need for affiliation are more worried about being liked by others, have a greater capacity for empathy, are likely to make new friends and contacts, and are more likely to comply with experienced professionals influence to make a decision. To succeed as an entrepreneur in today's culture, one must possess all of these qualities. Exploration of literature has however revealed that the high need for affiliation may mean compromising in circumstances that are capable of hampering the progress of an entrepreneur as well as his business venture. Nonetheless, relational intelligence training ensures a balance to these excesses as it equips individuals who had undergone the programme with the necessary assertiveness to navigate compromising situations in a way that benefit both the entrepreneur and the established business.

To recap, according to McClelland's theory of motivation, commonly referred to as the three needs theory, people have three fundamental psychological needs: the need for power, the need for affiliation, and the need for achievement. The theory holds that these needs guide a person's behaviour and have an impact on their decisions and deeds. The fact that McClelland's theory offers a framework for comprehending the various motivational factors that affect a person's conduct is one of its advantages. It is feasible to customise motivation tactics to better fulfil an individual's needs and boost the likelihood of success by determining the unique demands that are most important to them. The theory's extensive testing and research-based validation is another asset.

The theory has however been critiqued for failing to take into account other significant motivating variables, such as individual values, objectives, and interests. Furthermore, the theory is predicated on the notion that everyone has a fixed amount of each requirement, which may not always be true. Finally, the theory does not take into consideration how societal and cultural influences may affect a person's motivation. Overall, McClelland's theory of motivation provides a helpful framework for

comprehending the variables that influence a person's behaviour, but it should be used in conjunction with other theories and variables that relate to motivation.

### **2.2.2 Hierarchy of Needs Motivation Theory (Abraham Maslow)**

Abraham Maslow developed one of the most basic and widely recognised theories of motivation in a paper published in *Psychological Review* in 1943 titled "A Theory of Human Motivation." Maslow presented his theory on how people satisfy various personal needs at work in his first book, *Motivation and Personality*. His research as a humanistic psychologist suggested that people generally experience need awareness and satisfaction in a similar order. In addition, he put forth the idea of prepotency, which holds that one cannot accept or pursue the next higher need in the hierarchy until their current acknowledged need has been mostly or completely satisfied. Maslow stated that the only reason individuals do not move successfully in the direction of self-actualisation is because of societal barriers.

Maslow argued that human beings possess inherent motivational systems that operate without the help of extrinsic rewards or desires (McLeod, 2013). People are motivated to fulfil specific demands, he claimed. Once one need is met, the individual looks to meet the next, and so on. Maslow, a pioneering philosopher of his time, held that people prioritise certain needs and motives (used to meet those wants) over others, resulting in a cycle of needs accomplishment that fosters higher degrees of self-actualisation and advancement.

According to McLeod (2013), Maslow's theory of human needs is frequently represented as a five-level pyramid, which are physiological, safety, belonging-ness and love, esteem and self-actualisation. The importance and prominence given to each level of Maslow's hierarchy of needs are different, which supports the validity of the theory. These needs levels are purposely determined in a certain order, ranging from lesser to higher needs. In his theory, Maslow placed a strong emphasis of emphasising the importance of many levels of motivation. Based on the theory, there is no ultimate satiation point where a person becomes unmotivated. In essence, when a particular need is met, others spring up and the cycle continues like that till death. The above ordering is based on the premise that people have multiple motivational factors (Aanstoos, 2016). This concept contends that if a person expends enough

energy to motivate themselves in order to fulfil a certain need, they will be adequately satisfied to go on to the next level of motivation need.

Maslow's purpose was to examine human motivations in order to understand what prompts people to set goals for a higher level of accomplishment or pleasure in life. He placed an emphasis on "the human components of motivation," in contrast to other behavioural studies at the time (Aanstoos, 2016). This made it easier to identify a range of qualities necessary to forge a complete, developed sense of self and the resulting drive to achieve objectives.

Initially, everyone passing through Maslow's model of human development was expected to experience strictly sequential, vertical growth essentially throughout life. A person will work to satisfy higher level needs such as love and belonging, esteem, and self-actualisation once their lower level physiological and safety needs have been addressed, according to Abraham Maslow, who first proposed the hierarchy of needs in a 1943 study. According to the hierarchy of needs, people will continue to work toward self-actualisation and progress provided their lower-level needs are satisfied. It is crucial to note that a person's level on the pyramid of needs has a significant impact on how motivated they are to meet a particular need. Maslow defined five primary requirements any human strife to attain; physiological, safety, belongingness, esteem and self-actualisation.

Food, water, shelter, and other basic requirements are at the bottom of the pyramid, according to Abraham Maslow's 1943 theory, and must be satisfied before a person can think about achieving higher-level goals. However, in order to pursue their passion of turning a concept into a business enterprise, the majority of entrepreneurs disregard this crucial criterion. Although, it could be simple to completely meet each individual's needs at this point, however, Maslow questions the conventional linear theory of human motivation by arguing that satisfying one need does not always result in fully satisfying the next. McLeod (2017), for instance, emphasised the need for food as a basic physiological need that can be met in part even with just one meal or a consistent effort to provide for oneself or one's family. This demonstrates how human motivation is fluid and dynamic and how various wants and desires constantly interact. Although the hierarchy of needs provides a helpful framework for comprehending human motivation, it is vital to remember that different people may experience their wants and the drive to fulfil them in various sophisticated and interconnected ways. It



seems reasonable that this person would stop making an effort to satisfy this demand and would instead concentrate on maintaining long-term "Security." Maslow, however, believed that there would always be a gap in the provision of food, and it would never be fully satisfied. In addition to providing food, one way to fulfil this need may be for someone to also work to increase their income so they can purchase higher-quality or healthier food options.

Once physiological needs are addressed, safety considerations become more apparent. In one's life, they contain a good level of predictability, continuity, order, and structure. If an entrepreneur is concerned about such safety and security issues, he will never be an entrepreneur. Risk preference is one of an entrepreneur's most noticeable personality qualities. A risk is an unavoidable aspect of an entrepreneur's life. The Big 5 model of personality's openness to experience is particularly crucial to an entrepreneur, and this component is in direct contradiction to Maslow's safety needs.

According to Maslow, after a person's physical and safety needs are met, their need for love and a sense of belonging also becomes a motivator. Extroverts with high agreeableness scores in the Big 5 personality model are entrepreneurs. An entrepreneur is motivated by social needs, both in terms of networking for business opportunities and associating with diverse people for guidance, support, and assistance in turning an idea into a reality. They also get along well with others and work effectively in groups. Although entrepreneurs, rarely have time for meaningful, social connections, particularly in the early days of their enterprises.

The "Belongingness and Love" level of Maslow's hierarchy of needs draws attention to the primal need we all have to belong and connect with others. Even though we have developed a strong sense of trust and affiliation with our closest social circles, life events like new marriages or job changes might introduce us to new individuals, which can result in a persistent desire to forge connections and create acceptance. Even while they might not need as much engagement as our major relationships, these new interactions are nevertheless crucial in addressing our desire for belonging. Furthermore, according to the hierarchy of needs, there is always potential for development and progress, and pursuing our needs can raise our quality of life even when our lower-level needs are satisfied.

Maslow's hierarchy of needs emphasises the significance of esteem, which encompasses both the internal want for self-respect and the exterior desire for approval from others, as a major human motivation. The desire of self-esteem and self-respect, as well as our need for status, accomplishment, and acknowledgement, are all included in the need for esteem. In addition, a key element of esteem needs is the requirement for outside approval from others, such as respect from peers. As humans strive for both internal and outward validation, this dual feature of esteem brings to light the complicated and interconnected nature of motivations and goals. Gaining insight into how people attempt to enhance their sense of self-worth and boost self-image, as well as how people interact with others in the process, requires understanding the need for esteem.

Maslow's Hierarchy of Needs states that the most important need for an entrepreneur is self-actualisation. Realizing one's potential and being the type of person, one wishes to be are both components of self-actualisation. When an entrepreneur develops an idea and uses their potential and skills to make that concept a reality, they are engaging in entrepreneurial activity.

In summary, the Hierarchy of Needs theory is a motivational theory that holds that a hierarchy of needs must be addressed for people to reach their full potential. According to the theory, there are five different types of needs: physiological, safety, love/belonging, esteem, and self-actualisation. The notion holds that before addressing their higher-level demands, people must first satisfy their lower-level needs. Maslow's theory has the advantage of offering a structured process for comprehending the various levels of requirements that affect a person's motivation. It is feasible to customise motivation tactics to better fulfil an individual's needs and boost the likelihood of success by determining the unique demands that are most important to them. The theory's extensive testing and research-based validation is another asset. The existence of the hierarchy of needs and its impact on behaviour are supported by several research that have discovered evidence for this theory.

The theory has been criticized for failing to take into account other significant motivating variables, such as individual values, objectives, and interests. Furthermore, the idea is predicated on the notion that people have a rigid hierarchy of wants, which may not always be true. Finally, the theory does not take into consideration how societal and cultural influences may affect a person's motivation. Maslow's Hierarchy

of Needs, in general, provides a valuable framework for comprehending the aspects that influence a person's behaviour, but it should be used in conjunction with other motivational theories and elements.

### **2.2.3 Vroom's Theory of Expectancy**

In 1964, Victor Vroom developed the Expectancy Theory and it became a major turning point for motivation theorists. Previous theories centred on human needs, not individual ones. Human needs are universal and inborn, according to these theories. On the other hand, Vroom's theory recognized the uniqueness of each individual and the effect of that uniqueness on what a person desires and, as a result, how he is motivated.

The well-known theory of motivation known as Vroom's expectancy theory explains how a person's expectations and their motivation to engage in a specific behaviour are related (Vroom, 1964). According to this theory, a person's motivation to engage in a certain behaviour is impacted by their expectations for the behaviour's outcomes and their level of confidence in their ability to carry it out successfully. Vroom's expectation theory may be relevant to entrepreneurship, according to some evidence, as it can assist to explain why some people are more driven to establish and maintain a firm than others. For instance, a study indicated that an individual's expectations about the outcomes of their entrepreneurial attempts and their belief in their ability to achieve were positively associated to entrepreneurial drive (Shane and Venkataraman, 2000). According to findings from another study, an individual's level of entrepreneurial motivation was positively correlated with both their expectations for the results of their entrepreneurial attempts and their confidence in their capacity to achieve (Hmieleski and Corbett, 2008).

The expectancy theory investigates how personal intentions impact the motivation decision-action cycle (Holland 2011). People act more out of expectation than deprivation, according to this theory, which is based on the commonly held notion that people have a natural tendency to meet their basic needs (Locke and Baum 2007).

Lawler and Suttle (1973) assert that people act or behave in a particular way due to being motivated to select one course of action over another depending on what they think the consequences of that course of action will be. In essence, the incentive

for behaviour choice is determined by how desirable the outcome is. But the theory's foundation is the cognitive process by which a person weighs several incentive elements before making a final choice. According to Hirschi and Fischer (2013), the result does not have a major impact on how one chooses to behave. The cognitive processes involved in decision-making are covered in expectation theory together with the stages a person takes. People blend their requirements, ideas, and expectations on their possibilities of success in a specific situation.

Vroom (1964) asserts that motivation is the product of an individual's expectation that a certain effort would create the anticipated results, the performance's utility in obtaining a particular result, and the individual's desire for the result. The distinction between first- and second-order discoveries is also taken into account in Graen's (1969) proposed Expectancy theory extension. He refers to a collection of behavioural standards deemed appropriate for the individual performing particular tasks as the first order work role. The second order, also known as the work role outcome, refers to the rewards and penalties that an individual receives as a result of playing a role, both intrinsic and extrinsic.

Expectancy theory is a useful framework for elucidating why and how people desire to be entrepreneurs, according to Locke and Baum (2007). The practical application of expectancy theory in the field of entrepreneurship has been the subject of a great deal of research (Gatewood et al. 2002; Edelman et al. 2010), although not all of them have identified the interrelationships suggested by Vroom (1964). They frequently provide evidence for the main hypotheses in a variety of business-related real-world scenarios (Renko et al. 2012). Leaders can utilise the expectation theory to inspire employees to support corporate goals. Business success is more likely to rise if it picks incentives that satisfy employee preferences and relates those rewards to work that better supports organisational objectives (Nordmeyer, 2019). For example, a business may award monetary incentives in return for great customer service or research achievements. Furthermore, employees are more likely to be driven to show ideal employee behaviours if they recognise the basis of the incentives and can generate the intended results. Employees would be even more driven to execute their assigned jobs if the business gave training that builds employee trust in their capacity to complete desired tasks.

In general, expectancy theory postulates that a person's drive to engage in a certain behaviour is influenced by their expectations for the behaviour's results and the value they place on those results. The idea holds that an individual's motivation to engage in a behaviour depends on their conviction that their effort will result in a desired outcome, their view that they are capable of engaging in the action, and the importance they attach to the outcome. Expectancy theory can be helpful for understanding the elements that affect a person's decision to launch a firm or explore entrepreneurial prospects in the context of entrepreneurial motivation. A person who has high expectations for success and a firm belief in their capacity to launch and manage a successful business, for instance, may be more driven to explore entrepreneurship.

Similar to this, a person who values having their own business and having the opportunity to follow their interests may be more driven to do so if they think it will help them achieve these goals. The theory of expectations can be used to analyse employee motivation inside a company. According to the theory, workers are more likely to be inspired to work hard and be efficient if they think their efforts will result in desirable results and that they are capable of displaying the necessary behaviours. This in turn may help an organisation succeed. It is also a helpful tool for figuring out what elements affect people's motivation and how this drive may help an organisation succeed.

One strength of Vroom's theory is that it takes into account multiple factors that can influence an individual's motivation, including their expectations, their perceived ability, and the value they place on the outcome. This makes the theory more comprehensive and allows for a more nuanced understanding of motivation. Another strength of the theory is that it has been widely tested and supported by research. Numerous investigations have found support for the theory's predictions and its capacity to explain variations in motivation among individuals.

The theory has also received criticism for failing to take into account other significant motivating variables, such as individual values, objectives, and interests. Furthermore, the theory is predicated on the notion that people have a fixed amount of each of the three types of motivation, which may not always be true. Finally, the theory fails to take into consideration how societal and cultural influences may affect a person's motivation. Vroom's expectation theory is a helpful tool for comprehending

the elements that affect a person's motivation in general, but it should be utilized in tandem with other theories and elements of motivation.

#### **2.2.4 Goal-Setting and Task Performance (Locke and Latham's theory)**

Edwin A. Locke and Gary P. Latham's theory of goal-setting and task performance is another theory with a particular uniqueness to the variables and in particular connection to one of the predictor variables (goal-setting training) in this study. It has evolved into one of the most extensively researched theories of motivation in psychology since its inception in the 1960s. Goal-setting theory was first developed by Locke and Latham. Although, prior studies on motivation and performance, served as impetus. Nevertheless, their approach was the first to pay particular attention to how specific, difficult goals affect motivation and task performance. The goal-setting theory has gone through multiple revisions since it was first proposed, and it has been validated by numerous research studies (Gardner, 2017; Locke and Latham, 2019). Additionally, it has been utilised to enhance task performance in a range of situations, such as education, business, and sports. Till date, goal-setting theory still remains a trendy topic for psychological research.

According to this theory, specific, challenging goals lead to improved task performance because they provide individuals with a clear direction and motivation to work. In contemporary work motivation theory, goal-setting is often viewed as an important tool for understanding and improving task performance. It is frequently regarded as a crucial element in motivation, along with elements like autonomy, feedback, and a range of tasks. The idea that specified, difficult goals are more effective at enhancing task performance than ambiguous or simple goals is one of the major contributions of Locke and Latham's goal-setting theory. Locke and Latham (2019) revealed that numerous research investigations have backed this theory, and it has substantial practical ramifications for managers and organisations looking to inspire workers and enhance task performance. Generally, goal-setting theory is an important and influential theory of motivation that continues to be widely recognized and studied in contemporary psychology. It is a valuable tool for understanding and improving task performance in a variety of settings, including work, education, and sports. In this study, it will be discussed and espoused in the context of entrepreneurship.

## **Dimensions of Goals**

Goals in particular have two key characteristics, comparable to other mental processes: content and intensity. The particular content or substance of a goal that a person is attempting to achieve is referred to as goal content. According to the goal-setting theory, a goal's specific objective can significantly affect motivation and task performance. According to Adriaanse, Locke, and Latham (2016), goals that are both detailed and challenging result in higher task performance than goals that are either easy or vague. The theory suggests that clear and specific goals provide a sense of direction and focus, which can increase motivation and effort. For example, a specific and challenging goal might be to "improve customer satisfaction ratings by 25% within the next six months." This goal is specific in that it specifies a specific target (improve customer satisfaction ratings by 25%) and a specific time frame (within the next six months). It is also challenging, as it requires a significant improvement in customer satisfaction. On the other hand, a vague or easy goal might be to "improve customer satisfaction." This goal is not specific in terms of the target or time frame, and may not be challenging enough to motivate the person working towards it.

Goal intensity is the degree to which a person attaches priority, devotion, and tenacity to achieving a specific goal. It might be interpreted as the level of a person's motivation to accomplish a task. A large amount of study has looked into how goal intensity affects performance, wellbeing, and decision-making, among other outcomes. For instance, research has shown that people with high goal intensity typically do better on activities and are more willing to persevere in the face of difficulties or setbacks (De Bruin, Oude Hengel, and Van der Ploeg, 2018; Koo and Fishbach, 2020). On the other side, if high goal intensity is not adequately controlled, it can also result in adverse effects including increased stress and burnout.

## **The model of Goal-Setting Theory**

The following fundamental ideas underpin goal setting theory and serve as guidelines for setting and pursuing goals:

- **Specificity:** Goals should be well-defined and clear. Because they do not offer precise advice or direction, ambiguous goals are less likely to be achieved.
- **Difficulty:** Objectives ought to be difficult but not impossible. Setting goals that are too simple or tough may discourage people.

- Personal commitment: If someone is personally committed to their goals, they are more likely to be realised.

- Feedback: Giving people feedback on how they are doing in achieving a goal might help them stay motivated and change their efforts as necessary.

- Goal orientation: People who are motivated and effective in accomplishing their goals tend to be those who are oriented towards learning and personal growth.

Furthermore, there are a number of important aspects that affect a person's performance and motivation, according to the goal-setting theory put forward by Locke and Latham (2002). These elements include the clearly defined, difficult goals that are set, as well as the availability of feedback on achievement of those goals. The goals that are selected may also be impacted by moderators and mediators. According to the hypothesis, establishing clear, difficult goals and giving regular feedback will boost motivation and productivity and improve performance.

According to Locke (1990), a number of variables, including the characteristics of the goal itself (such as its specificity and challenge), moderators (such as ability, feedback, and goal commitment), and mediators, can have an impact on a person's performance (e.g., choice, effort). According to Latham's research from 2003, setting specific, difficult, but attainable goals improve performance more than making generalised goals or not making any at all. The capacity and dedication required to achieve a goal can also enhance performance. Locke (1990) emphasised a number of variables that may moderate a person's performance. These include ability, which is the determination to reach a goal; feedback, which can help people determine whether to step up their efforts or change their approach; and goal commitment, which is the question of whether someone has the requisite knowledge or abilities to finish the task. Additional variables that could affect performance include task complexity, situational resources, and self-efficacy. Self-efficacy is the belief that one can successfully complete a task, as well as how that belief impacts one's performance and goals. There are numerous variables that can influence how well someone performs (Locke and Latham, 2002). Choice, which refers to the choice to pursue certain and challenging goals, is one such aspect. Another mediator that might affect performance is persistence, or the willingness to persevere with a goal for an extended length of time.



Finally, a strategy may be needed to reach a specific, lofty aim. Depending on how much work people are willing to put in, these mediators could influence performance.

In the context of entrepreneurship, goal-setting can be an effective tool for motivating and guiding the actions of entrepreneurs as they seek to build and grow their businesses (Kouzes and Posner, 2017). By setting specific and challenging goals for themselves, entrepreneurs can stay focused and motivated as they work towards their objectives (Gardner, 2017). Providing regular feedback on progress towards these goals can also help entrepreneurs to stay on track and make necessary adjustments along the way (Latham, 2003).

Some specific ways in which goal-setting theory can be applied in the context of entrepreneurship include: Setting clear business goals: Entrepreneurs should identify specific and challenging goals for their business, such as revenue targets, market share goals, or other measures of success (Gagné and Deci, 2005). Providing regular feedback: Entrepreneurs should track their progress towards their business goals and provide regular feedback to themselves and their team members to help stay on track and adjust as needed (Locke and Latham, 2002). Setting personal goals: In addition to business goals, entrepreneurs should set personal goals for themselves related to their personal development and well-being (Kouzes and Posner, 2017). This can help to maintain a healthy work-life balance and support overall well-being (Gardner, 2016). In general, goal-setting theory can be a helpful tool for business owners who want to boost motivation and enhance performance as they work towards their goals (Latham, 2020).

### **Strengths and Weaknesses of Goal-Setting Theory**

According to goal setting theory, which is a widely acknowledged theory of motivation, setting specific, difficult goals and receiving regular feedback can boost motivation and task performance. Numerous empirical investigations have backed the theory, which has been used in a range of contexts like education, sports, and the workplace. The simplicity and clarity of goal setting philosophy is one of its benefits. The theory is basic and appealing on an intuitive level, making it simple to comprehend and use. A substantial quantity of research has also been conducted in favour of the theory, giving its predictions considerable empirical backing.

Goal setting theory does have certain limitations despite its numerous advantages. The theory has a flaw in that it might not adequately account for the complexity of motivation and task performance in the real world. Particularly, the theory does not take into consideration how personality, emotions, and social circumstances, which can also have an impact on motivation and task performance, may be a factor. Goal setting theory may not always be successful in boosting motivation and task performance, which is another drawback. Setting definite, difficult goals occasionally can result in diminished motivation and performance, especially if the goals are viewed as impossibly difficult or impossible. Additionally, the idea does not take into account how each person's choice for goals may vary, which may have an impact on how effective goal-setting is as a motivational strategy.

## **2.3 Empirical Review**

### **2.3.1 Goal-setting Training and Entrepreneurial Motivation**

According to Austin and Vancouver (2005) and the motivation literature, goals are internal depictions of desirable situations or things that people want to achieve. As a result, most, if not all, motivation theories centre on goals (Mitchell, 1997). The two main components of motivation, according to researchers, are goal-setting and goal-striving. While there is shortage of work done out on training of goal-setting and entrepreneurial motivation, goal-setting has dominated the motivation literature thus far (Locke and Latham, 2002) since researchers have focused on empirical testing of goal-setting or components thereof. Motivation is inferred from efforts' direction, intensity, and persistence (Locke and Latham, 2019). The prominence of motivation in the organisational behaviour and psychology literature reflects its explanatory power of human behaviour. While not much research has been directly undertaken on goal-setting training and entrepreneurial motivation, some studies have alluded to the importance of goals in the study of motivation and other areas of life (Perwin, 2003; Hurst and Pugsley, 2011).

Goal-setting have a significant influence in motivation. Latham (2004) combines achievement, objectives and motivation in the theory of hierarchy of goals. The aim of goal-setting theory was to explain and forecast motivation at work (Locke and Latham, 1990, 2002). The entire emphasis of this theory, according to Locke and

Latham (1990, 2002), is on conscious motivation. In other words, it exemplifies how setting goals can increase people's motivation (Francesco and Gold, 2005). According to a poll conducted by Poon and Rowley (2011), 76% of entrepreneurs who mentioned that they set goals also said that they are inspired to accomplish such goals.

Goal-setting is one of the most crucial markers of motivated entrepreneurs. Shane (2000) claimed that tough goals lead to improved performance, by enhancing the entrepreneur's motivation more than no goals, or less challenging goals. In the entrepreneurial literature, there has been a considerable association between goal-setting and the firm's high performance, which is a pointer to a motivated employee. By being able to affect one's own goals the incentive to fulfil them improves. Carsrud and Brännback (2009) indicated that of 237 individuals who venture into entrepreneurship without clearly stated goals, 64% lost interest in pursuing the sustenance of the venture as against 36% who perceived themselves to be successful entrepreneurs as a result of setting goals for business.

According to Binswanger (1991), motivation increases when a person commits more to their goals. The founders' actions and behaviours, including some changes in motivation through time and with experience, are linked to the growth of fast-growing enterprises, according to case studies of these organisations provided by Bhide (2000). In low- and middle-income nations, the average rate of entrepreneurship is substantially higher (14% vs. 6.7%), and two-thirds of entrepreneurs in emerging economies are driven by circumstances, compared to 22% in high-income countries, according to Ardagna and Lusardi (2010). Notably, opportunity-driven entrepreneurs support stronger economic expansion.

When motivation and goals were taken into account, it was found that business owners driven by monetary versus non-monetary incentives frequently have radically different aims for their organisations. Hurst and Pugsley (2011) found that because most business owners are driven by non-financial motivations, they have little ambition to innovate or grow their market share. People who receive considerable non-financial advantages allegedly opt to engage in industries with a smaller basic scale of production. Further, Hurst (2016) research indicated that entrepreneurs driven by one goal or the other has a 63% chance of maintaining the intrinsic motivation that led them into business. He stated that irrespective of the motivation for venturing into

business (pecuniary or non-pecuniary), 37% of entrepreneurs who stated unavailability of goals as at the time of starting business lack the drive to be successful.

The influence of non-financial elements in determining entrepreneurial aspirations has been clarified by research conducted decades ago. In one important study, Bergevoet (2005) examined the Dutch dairy business and discovered that farmers' objectives and attitudes had a significant impact on their strategic and entrepreneurial behaviour. The study's findings showed a favourable correlation between self-reported success and larger farms, as well as instrumental goals like owning a sizable, contemporary farm. Additionally, it was discovered that the main factors influencing job satisfaction were non-financial objectives. Similar findings were made by Santos-Requejo and Gonzalez-Benito (2000), who discovered that socio-cultural elements like family values, aspirations, and the desire to continue operating played a significant role in determining the objectives of these businesses. These studies show that non-financial factors have a significant role in determining entrepreneurial aspirations and that taking these aspects into account can help us understand entrepreneurial behaviour better. It is important to note that the conclusions from these studies apply specifically to small-scale businesses. The influence of non-financial elements on entrepreneurial ambitions across various industries and business types needs to be further investigated.

Reijonen and Komppula (2007) examined how entrepreneurs evaluated their employees' performance and discovered that non-financial factors like employee satisfaction and client satisfaction matter a lot. Two studies of Finnish microbusinesses, which included companies in the craft and rural tourism industries, showed this to be the case. Similar to this, Haber and Reichel (2005) examined the success of small enterprises in Israel's tourism industry and discovered that firm growth—as gauged by employment and revenue—was the primary objective performance metric. The perceived customer happiness and profitability in comparison to competitors were the subjective performance metrics that were thought to be the most important, according to an examination of the stated goals.

These studies emphasise the significance of non-financial factors in assessing entrepreneurial performance, particularly for small companies engaged in the artisan, rural tourism, and tourism industries. They show that business owners in these sectors place an equal emphasis on total profitability and customer happiness as they do on

growth and revenue, which provides insightful information for both entrepreneurs and small business owners.

The body of empirical research on the connection between goal-setting and entrepreneurial motivation is expanding. According to research, defining precise goals might help entrepreneurs maintain their motivation and concentration while they strive to establish and expand their companies. Setting difficult goals can enhance motivation and performance in entrepreneurial environments, according to a 2004 study by Baum and Locke. According to this study, setting process-oriented goals, or objectives that concentrate on the processes and activities required to accomplish a bigger objective, can be particularly successful in enhancing motivation and productivity.

Another study by Locke and Latham (2019) found that setting and achieving small, incremental goals can help entrepreneurs to stay motivated and engaged as they work towards their long-term vision. This study also found that setting and achieving small goals can lead to increased self-confidence and a sense of accomplishment, which can in turn lead to increased motivation. In general, empirical data points to goal-setting as a potent instrument for enhancing entrepreneurial motivation. Setting clear and specific goals can help entrepreneurs to stay focused and motivated as they work to achieve their long-term vision, and can lead to increased performance and success.

Further, entrepreneurs use goal-setting to minimise or remove the distance between his or her current situation and the ideal situation of becoming an entrepreneur with a new venture. In his research, Matthijs (2014) discovered that entrepreneurs with failing businesses only used one technique. The personally unsuccessful entrepreneur has an exit plan from the beginning. The successful businessman used a flexible strategy to pursue his objectives. He went on to say that the importance of having objectives is demonstrated by his results, which show that businesses run by people who lack the motivation to set goals frequently fail. This is corroborated by a study undertaken by Morgenroth (2015), which revealed that 29 of the 40 participants who displayed signs of being less motivated initially stated that they find it challenging to set goals.

### **2.3.2 Goal-setting Training and Organisational Success**

The body of empirical research on the connection between goal-setting and organisational success is expanding. Researchers have found that setting clear and specific goals can help organisations to focus their efforts and resources on achieving specific outcomes, and can lead to improved performance and success. One study by Locke and Latham (2004) found that setting challenging goals can lead to increased performance in organisational settings. This study also found that setting SMART goals can significantly boost performance. In general, the empirical evidence points to goal setting as a potent instrument for enhancing organisational success and performance. By setting clear and specific goals and tracking progress towards those goals, organisations can stay focused and motivated as they work to achieve their long-term vision.

Academic and research studies that support the link between goal-setting and organisational success are cited in a significant body of literature. Setting goals consistently has been shown in research studies to boost productivity. (Rodgers and Hunter, 1991). Margaret's seminal work from 1993 revealed a crucial link between precise and difficult goals and both the micro and macro levels in organisations. Smith et al findings which revealed a connection between the setting of clear, difficult goals and organisational effectiveness, provided additional evidence for this revelation. The study by Margaret (1993) emphasises how crucial goal-setting is for fostering organisational performance. In fact, Terpstra and Rozell (1994) found that goal-setting appears to increase productivity in organisations, and that goal-setting reflects a simple, yet uniquely essential technique to improve organisational performance.

According to Terpstra and Rozell (1994), goal-setting is a powerful method for enhancing organisation performance, and previous research showed that goal-setting increases employee performance and productivity. As a result, increased organisational performance will result from high levels of employee performance as a result of effective goal-setting. He also discovered in comprehensive longitudinal research that goal-setting improves individual efficiency as well as performance in the business world. According to the authors, goal-setting program is likely to positively affect organisational performance. Lingesiya (2012) that goal-setting increases the chance of success among business by 78%.

Researchers generally agree that motivating employees is essential for reaching goals and ambitions. How to successfully train staff members in goal-setting, nevertheless, still remains a significant subject. Latham and Kinne III (1974) assert that in order to achieve optimal performance, employees must be capable of setting precise, difficult goals. In research where truck drivers were trained in the craft of goal-setting, this idea was put to the test. The study found that these truck drivers increased the quantity of logs they put into their vehicles—from about 60% to an astonishing 90% of the permitted weight—after getting sufficient coaching. This exemplifies how goal-setting training affects worker productivity. This training provided the business with significant advantages, enabling it to save more than \$250,000 in just nine months (Locke and Latham, 2002). According to these results, employees may learn how to set realistic objectives, evaluate their progress, and have access to the resources they need provided they are equipped with relevant training.

Goal-setting and task performance theories have been studied for 25 years, and Locke and Latham (1990) concluded that they are both significant and practical. In the workplace, goals direct behaviour and promote efficiency, effectiveness, and desirable behaviour. The claim that linking high-level (divisional and organisational) goals to lower-level (employee) goals boost the likelihood of success is supported by certain data (Kramer, et al., 2013). This indicates that a company rarely accomplishes beyond what it had planned. Studies showed that specific goals produce greater results than non-specific or ambiguous ones (Locke and Latham, 2002).

Previous studies from all across the world have illuminated the remarkable effect of attainable goals on organisational success. Setting well-defined, challenging goals can significantly improve performance across a wide range of tasks, according to a meta-analysis of over 40,000 participants from several continents and diverse contexts, including laboratory simulations and actual field research (Locke and Latham, 2002). Additionally, it has been discovered that the availability of unambiguous goals and performance expectations significantly affects task performance. According to Locke and Latham's (2002) thorough analysis of more than 400 studies on the relationship between task performance and goal attributes, the complexity of the goal is a major factor in predicting performance outcomes. These results highlight the value of establishing specific, challenging goals for increasing productivity and succeeding in a variety of undertakings. Setting clear, challenging

goals allows both individuals and organisations to maximise potential and produce results that are above expectations. This indicated that the more complex the goal, the more risk workers take. According to empirical research, goals may significantly affect a person's ability to take risks (Larrick et al., 2009). Individuals would be more risk-seeking in potentially dangerous situations if they are given high financial targets rather than simply told to do their best.

In an extensive study carried out by Ivancevich (1976). It was discovered that managers in an organisation who communicate with their workers and include them in establishing individual goals increase their chances of success by 56%. When using this participatory method of goal-setting, he claimed that employees feel appreciated and valued as members of the organisation. This forces them to take ownership of the goals because they were involved in the development process and are best suited to inspire others to achieve them. Since goal-setting is regarded as a theory of motivation, the great bulk of research has examined goals with respect to employee performance and motivation (Latham and Locke, 2007, 2020).

Many of these research works have guaranteed organisational success when goal-setting is active. With over 1000 studies completed, the effect of goal-setting on organisational performance has received extensive research (Mitchell and Daniels, 2003). These studies have repeatedly shown positive results, with more than 90% of them demonstrating that defining goals improves team or employee performance (Locke and Latham, 1990). Setting goals has been identified as one of the top five established findings in the field of human resource management by this body of research (Rynes, 2007). Setting goals can have a positive effect on performance in firms employing 200 casual workers, such as mechanical manufacturers, as demonstrated by Locke and Latham (2002). This is due to the fact that setting goals influences decision-making, effort, and consistency, which results in better performance. Latham and his doctorate students, who proceeded to further this field of study, have validated this observation (Winters and Latham, 1996). Their research revealed that, compared to a performance outcome goal, performance was much greater when a precise, challenging goal was offered.

This corroborates the notion that establishing clear, tough goals has a more positive effect on performance than merely telling employees to do their best. This view is backed up by research by Mace, Kanfer, and Ackerman (Latham and his



doctoral students). These findings were summarised by Locke and Latham (2002). Specific goals are stronger, motivating employees. In a survey incorporating several businesses, West et al. (2009) found that 54% of successful organisations have an effective goal structure. The research indicated that the more organized goals are, the higher the likelihood of success. One area of concern in this study is that while studies have presented the importance of goal-setting to performance in organisations, very little has been done to incorporate goal-setting training into the study of entrepreneurship. This study therefore seeks to prove that of goal-setting training will positively influence the performance of businesses.

### **2.3.3 Relational Intelligence Training and Entrepreneurial Motivation**

As a relatively new field, relational intelligence requires more study to confirm its efficacy in the entrepreneurial sector. Although, it has been applied to various life concerns, very little research has been carried out on relational intelligence as it relates to entrepreneurship. Consequently, one of the purposes of this study is to determine whether training in relational intelligence is advantageous for entrepreneurship (motivation). Relational intelligence training which incorporates some key aspects of emotional intelligence helps in participating in a dynamic experiential exercise where it is possible to engage in ways that develop relational skills and enhance personal and professional relationships. Relational skills training emphasizes on building healthy relationships based on accountability and shared learning. Though research that links relational intelligence training to motivation has been insufficient, According to Huseman (2012), relational intelligence is a fusion of emotional and social intelligence that affects every facet of human existence. As a result, due to the seeming similarities between relational intelligence and emotional intelligence, this section will in addition explore some areas of emotional intelligence in connection with entrepreneurial motivation.

In order to prepare students to successfully navigate the ambiguity and uncertainty of the entrepreneurial process, prior research has recommended integrating relational intelligence competencies training into entrepreneurship education. Research proved that the impact of relational intelligence training on entrepreneurship is positive and significant. In literature, the link between emotional intelligence and founding new businesses has also been very superficially addressed (Kesting and Guenzel-Jensen,

2015). One of the qualities or skills that is thought to have an impact on entrepreneurship success is relational intelligence (Ghorsh and Rajarm, 2015). The study showed that in a study of 400 participants, 64% of individuals who exhibit traits of being relationally intelligent have a high odd of being motivated to perform a task.

An expanding amount of empirical research has shown that developing one's relational intelligence (RI) can increase one's motivation to start a business. Researchers have found that developing strong relationships with customers, suppliers, partners, and employees can be critical for entrepreneurial success, and that RI training can help entrepreneurs to build and maintain these relationships. According to one study by Liu, Chen, and Chen (2019), RI training can assist business owners in creating and maintaining solid bonds with their clients, partners, and suppliers, which can improve their company's success. This study also discovered that RI training can assist business owners in better comprehending the wants and motives of their stakeholders, which can promote better cooperation and communication.

The same study also found that RI training can help entrepreneurs to develop the skills and competencies needed to build and maintain strong relationships with employees, which can result in better employee retention and satisfaction. The study also discovered that RI training can assist business owners in developing a friendly and encouraging work atmosphere, which can boost motivation and productivity. In general, research indicates that RI training can be a useful tool for business owners, assisting them in establishing and maintaining positive working relationships with a range of stakeholders, which can improve corporate performance and success.

As a result of scarcity of information on the effect of relational intelligence training on entrepreneurial motivation, this study examined the areas of emotional intelligence that are similar to relational skills as well as core components of relational intelligences. Different researchers have emphasized the efficacy of communication and marketing skills among entrepreneurs. Ezeh (2012) asserted that acquiring entrepreneurial skills helps students develop potentials for self-reliance, thereby contributing to sustainable development. This result supports Oyerinde and Falade's (2016) claim that students who learn marketing strategy will be able to overcome unemployment and develop the motivation and independence necessary for success in the entrepreneurial sector.

According to Baum et al. (2004), successfully conveying the vision to inspire team members towards productivity is a key component of social intelligence. To assemble qualified individuals into a productive team or teams that can work toward various objectives, the vision must be explained to them verbally or in writing. In a meta-analysis, good communication was determined to be the second most essential attribute of entrepreneurs, with marketing abilities which adds to entrepreneurial motivation by 32% (Darling and Beebe, 2007). Entrepreneurs are believed to be visionary leaders who can motivate a group of people by clearly communicating their goal.

In continuance, through motivation, a visionary leader has the ability to have a significant positive impact on the company and its followers. According to research, those in positions of leadership who have a high level of relational intelligence—the capacity to comprehend and manage interpersonal relationships—are more likely to take initiative and are more motivated.

The many social interactions involved in entrepreneurship, such as negotiating, resource acquisition, opportunity recognition, stress management, customer acquisition and retention, and leadership, were examined by McLaughlin (2012). The results of the study showed that social ties significantly affect entrepreneurial motivation. Building on this research, Awad and Ali (2012) examined the relationship between an individual's entrepreneurial orientation and a manager's emotional intelligence, employee creativity, and organisational climate. According to the study, there is a link between these factors and increased entrepreneurial motivation. These results show that social connections, as well as factors like emotional intelligence and a positive work environment, might play a significant role in encouraging entrepreneurship. The significance of these factors should also not be understated because they have a big impact on how motivated and driven someone is to pursue entrepreneurship.

Cardon et al. (2012) stressed the value of emotional intelligence in entrepreneurship, pointing out that in order to successfully gain critical resources and support for their initiatives, entrepreneurs need to be able to identify and manage other people's emotions. This could have a significant effect on how long their business will last. In order to investigate the effects of emotional intelligence on entrepreneurs. Ngah et al. (2016) conducted a comparative study in Malaysia and Indonesia. According to the study, lacking emotional intelligence can seriously impair motivation, especially

for retailers. These studies' conclusions demonstrate how important relationship intelligence is to entrepreneurship. An entrepreneur's motivation and success can be significantly impacted by the management of social interactions, such as customer acquisition and retention, investor presentations, negotiations, and luring and managing employees, suppliers, and partners.

Goleman asserted that a key element of emotional intelligence is motivation. The results of Christie, et al. (2007) discovered a number of significant linkages and demonstrated predicted pattern of relationships that suggested motivation is linked to rather than comprises part of emotional intelligence construct. It was developed that those with a higher reported ability to subject emotions under control are more likely to report being motivated. Their findings also showed that those who scored high in social intelligence scale are readily motivated comparison to individuals who scored low.

Employees are expected to cope with jobs with strong emotional demands. To effectively complete their tasks, people must efficiently manage their emotions. Employees are motivated by their work, which influences them to use their emotional intelligence (EI) to execute their tasks effectively. More often than not, persons who are extremely motivated at work have higher EI scores. A study has shown that EI affects employees' motivation in direct or indirect ways through their attitudes, behaviours, and results. Additionally, according to research findings, EI is known to produce positive attitudes, behaviours, and results in the workplace that reflect workers' motivational moods. Regression study results from Hassanzadeh and Kafak (2014) revealed a strong linear relationship between job motivation and emotional intelligence. Additionally, there is a significant linear relationship between each component of emotional intelligence and levels of motivation (the quantity of job, commitment, attention, satisfaction, desire (to continue in business), growth, and volunteering).

#### **2.3.4 Relational Intelligence Training and Organisational Success**

Skills like self-awareness, empathy, awareness of others' perspectives, emotional and cognitive acuity, the ability to relate with people, and emotion management are all part of relational intelligence which are equally all embedded in

emotional intelligence. Perel (2019) noted that individuals with strong emotional intelligence inevitably possess relational intelligence.

As a result of scarcity of information on the effect of relational intelligence training on entrepreneurial motivation, this study will examine the areas of emotional intelligence that are similar to relational skills as well as core components of relational intelligences. More than just academic prowess and innovative thinking are necessary for success in both personal and professional undertakings. Developing emotional intelligence (EI) is essential for success (Cross & Travaglione, 2003). Cherniss (2010) observed that interest in EI in the workplace has grown as a result of its possible effects on creativity, performance, efficiency, etc. Success of a business is also significantly influenced by the emotional health of its workforce. An environment at work that fosters happiness might enhance employees' motivation (Durga, 2017). Employee emotions can also affect how well they treat customers, which in turn affects their satisfaction and likelihood to return. It has been discovered that emotional intelligent leaders have a favourable influence on their followers, who seem to cooperate better and have a more positive mood (Durga, 2017).

It is commonly acknowledged that emotional intelligence plays a crucial role in both work performance and organisational effectiveness. This is due to its influence on workplace dispute resolution, stress management, and interpersonal interactions (Joseph and Newman, 2010). According to studies, the relationship aspect of emotional intelligence fosters productive states such as greater focus, reach, and behavioural flexibility (Joseph and Newman, 2010). Most studies on emotional intelligence in the workplace centre on how it could raise output, revenue, and general well-being and productivity (Mathews, Zeidner, & Roberts, 2002). In a study by Kelvin-Iloafu, Adeleke, Adekitan, Nwonye, and Ngwu (2019), it was discovered that a sizable proportion of participants felt that cognitive ability is essential for enhancing employees' capacity to accomplish strategic goals in small-scale firms. In actuality, this was strongly agreed upon by 25.8% of the 142 respondents, and highly agreed upon by 44.8%.

Managers who prioritize the value of good emotions in the workplace have increased employee loyalty and a decreased risk of business failure, according to Baron and Hannan (2002). Entrepreneurs need to possess emotional intelligence, or the capacity to use emotions wisely when solving problems and doing daily tasks (Cross

and Travaglione, 2003). These people can use emotional reactions, such coping with criticism or rejection, uncertainty, and stress, to increase their success and resilience (Cross and Travaglione, 2003). According to a later study by D'Intino et al. (2007), successful self-leadership in entrepreneurs is correlated with high levels of emotional intelligence. Research that linked the emotional intelligence of Austria's new immigrants to overall sales provided additional evidence for this (Fertala, 2009). Additionally, research shows a link between a leader's emotional intelligence and overall organisational efficiency (Malik, Danish, and Munir, 2011). Overall, there seems to be a direct link between organisational performance and an entrepreneur's emotional intelligence.

Yuvaraj and Srivastava (2007) assert that managers with excellent interpersonal and self-awareness skills are more likely to have greater levels of emotional intelligence, which in turn boosts their creativity and effectiveness. The results of a study by Williams (2007), which showed that successful urban school principals had stronger emotional intelligence, social skills, and the capacity to adjust to environmental changes, provide more evidence for this. Additionally, the study by Stein et al. (2009) discovered a strong correlation between top executives' emotional intelligence and their ability to lead high-profit firms. Additionally, these researchers discovered that top leaders with high emotional intelligence saw employee growth, interpersonal relationships, training, and retention as straightforward strategic concerns. A substantial correlation between emotional intelligence and transformative leadership was also found in a meta-analysis by Harms and Credé (2010), particularly when data were based on the same source rating. These findings are further supported by the investigations of D'Intino et al. (2007) and Fertala (2009), which show that high emotional intelligent entrepreneurs have stronger emotional control and higher sales, respectively. The effectiveness of an organisation is positively correlated with a leader's emotional intelligence, according to Malik, Danish, and Munir's 2011 research.

It has been extensively studied and documented how important emotional intelligence is to the success of both individuals and businesses. Entrepreneurs who were cognitively sharper were more likely to make wiser business judgements, according to Ehringer (1995). Leslie and Van Velsor (1996) found that rigidity and poor interpersonal ties were frequently linked to career decline among CEOs in their study done by the Centre for Creative Leadership. Additionally, research by the

Department of Labour and the American Society of Training and Development (as quoted in Cherniss and Adler, 2000) found that organisational effectiveness, leadership, and interpersonal skills are among the most important traits for entry-level workers. In his thorough research of skill models from 188 firms, Goleman (2006) discovered that emotional intelligence characteristics explained about 90% of the difference between high-performing and average-performing workers.

Furthermore, a study by Stein et al. (2009) found that high-profit company top executives have emotional intelligence that is higher than that of the general population and view employee retention, training, and management of development as straightforward strategic priorities. When the data was based on the same source rating, Harms and Credé's (2010) meta-analysis discovered a significant link between emotional intelligence and transformative leadership.

As a result of similarities between emotional and relational intelligence, it is believed that relational skills will also show similar level of potency. As such, this research examined the effect of relational intelligence training on organisational success among small-scale business owners.

### **2.3.5 Entrepreneurial Self-efficacy and Entrepreneurial Motivation**

Bandura (1977) introduced the term "self-efficacy," which emphasises the influence of behaviour, cognition, and environment on a person's views about their capacity to carry out particular tasks. This idea assumes a special shape in the entrepreneurial setting known as entrepreneurial self-efficacy (ESe). A person's confidence in their capacity to launch and expand a new commercial enterprise is referred as ESe. It is a gauge of someone's self-assurance in their ability to make their entrepreneurial dreams a reality. There has been little research looking at the connection between ESe and entrepreneurial motivation, despite its importance in the entrepreneurship area. By investigating the moderating effects of ESe on entrepreneurial motivation, this study filled this research gap. Previous studies have looked into how self-efficacy affects many aspects of entrepreneurship, like goals and attitudes (Williams, 2010; Krueger et al., 2011). Though understudied, the connection between ESe and entrepreneurial motivation is explored in further detail in this study in an effort to close the research gap. The results of this study may offer insightful

information about how self-efficacy influences entrepreneurial motivation. It may also help design techniques for boosting ESe in aspiring entrepreneurs.

Over the past three decades, the relationship between the concept of self-efficacy and entrepreneurship has remained dominant. Hardly will research be carried out on entrepreneurship without considering self-efficacy as it is a key personality trait that determines the success of entrepreneurs. On the face value, it is the most researched traits of entrepreneurs. Chen, Greene, and Crick (1998) defined ESe as self-assessed confidence in managing 26 different activities based on the literature that has already been published and interviews with various local entrepreneurs on key entrepreneurial jobs. They used factor analysis to classify student and business owner/executive self-ratings on these tasks into five categories: marketing, creativity, management, taking risks, and financial control. They averaged all 26 goods to determine an overall ESe score. The results suggested that self-efficacy adds to execution of entrepreneurial intention and goes further to being a determinant of how effectively an entrepreneur will be motivated.

The results of Zhao and his colleagues' study shed light on the connection between ESe and the desire to start a business. Their research showed that those with a high level of ESe—those who have a strong belief in their capacity to succeed as entrepreneurs—are more driven to pursue this career path. The results also supported the crucial mediating function of ESe in influencing a person's entrepreneurial aspirations, as seen by its impact on four of the five antecedent variables (perceptions of formal learning, entrepreneurial experience, risk propensity, motivation, and gender). Wilson et al. (2007) and Zhao et al. (2010) provided additional support for these conclusions by demonstrating that self-efficacy also influences the type of entrepreneurial incentive that an individual encounters. According to the research, young businesspeople with good intellectual aptitude, desire, and self-confidence are more likely to have high levels of self-efficacy, which will have an effect on their entrepreneurial ambitions. In a survey study with entrepreneurs from a variety of backgrounds, Morgenroth (2015) discovered that self-efficacy is a critical element in entrepreneurship motivation, having the greatest proportion of an impact when compared to other aspects. These results show the importance of self-efficacy in determining a person's motivation to start a business and the need for more study in this area.



Numerous studies have demonstrated the major influence of ESe on students' ambition to pursue their own businesses. According to Carr and Sequeira (2007) and Zhao et al. (2010), boosting ESe can encourage individuals to start their own businesses. The significance of ESe as a psychological construct in entrepreneurship research, according to Miao, Qian, and Ma (2017), cannot be overstated. It has been demonstrated that ESe affects a number of entrepreneurship-related factors, such as motivation, intention, behaviour, and performance. It has also been noted as a key objective of entrepreneurial education and training programmes.

According to Fitzsimmons and Douglas (2011), there is a negative relationship between ESe and people's perceptions of the desirability of entrepreneurship. According to the study, people with low perceived desirability but high ESe tended to be more interested in starting their own businesses since they had confidence in their potential to succeed. Individuals with high ESe, on the other hand, would pursue entrepreneurial endeavours regardless of their perceived desirability. When ESe was high, Sieger and Minola (2017) discovered that the availability of financial support from family showed a less strong negative link with entrepreneurial drive. These results emphasise the significant influence that ESe has on an individual's motivation to become an entrepreneur as well as their capacity to effectively pursue entrepreneurial endeavours.

ESe and entrepreneurial behaviour have a statistically significant relationship, according to Fitzsimmons and Douglas (2011). These results are consistent with later research by Haddad and Taleb (2016), who found that ESE does have a clear positive impact in motivating entrepreneurs for success. In their study, they found that ESE have an impact on the performance of faculty members in Jordan. The R value also indicated a strong relationship ( $R= 0.73$ ) between the two variables

### **2.3.6 Entrepreneurial Self-efficacy and Organisational Success**

Stajkovic and Fred examined self-efficacy and organisational performance in a meta-analysis (1998). This meta-analysis looked into the connection between organisational performance and self-efficacy. The initial meta-findings analysis revealed a weighted average link between self-efficacy and organisational performance as well as a significant within-group variation of specific relationships.

Entrepreneurs must also have the courage to take risk in the midst of uncertainty. While those with low efficacy focus on the risks to avoid, those with high ESe dwell on the opportunities worth exploring. Thus, perceived self-efficacy predict creativity and the likelihood that patent innovators would start new enterprises. Entrepreneurs that successfully expand their firms after starting, transforming, or buying them have a clear understanding of what they want to do, a strong sense of confidence in their capacity to do so, demanding set objectives, and innovative planning (Baum and Locke, 2004).

A positive correlation between an ESe and indicators of successful entrepreneurial enterprises, like growth and innovation, has been shown by prior study (McGee and Peterson, 2019). Miao and colleagues' (2017) meta-analysis of 27 research involving 5065 businesses revealed that the founder ESe had a significant impact ( $r=0.31$ ) on financial outcomes including revenue growth and profitability. In comparison to objective outcome measures, the findings were stronger for subjective ones. The study also hypothesised that the link may be moderated by elements including the entrepreneur's level of experience, the age of the company, and the organisational culture (collectivist vs. individualist), however these findings were not found to be statistically significant. High levels of ESE, according to Hmieleski (2008), also enhanced the effect of entrepreneurs' improvisation on sales growth.

Two meta-analyses have also looked at the connection between organisational performance and ESe (Stajkovic and Luthans, 1998; Judge et al., 2007). With a weighted average correlation of .38, which indicates a 28% increase in performance, the 1998 meta-analysis, which comprised 114 studies, indicated a substantial association between task- or job-specific self-efficacy and organisational performance. However, the meta-analysis carried out in 2007 by Judge et al. (2007), which comprised 186 investigations (including the 114 earlier studies utilised in the Stajkovic and Luthans, 1998 study), showed that the predictive validity of self-efficacy on organisational performance reduced by 67.4% when the influence of distal characteristics, such as general mental capacity, personality, and experience, were taken into consideration. Due to this, the second meta-analysis reaffirmed the benefits but was less convinced about the significance of the findings, whereas the first meta-analysis provided a lot of evidence and support for the relationship between ESe and organisational performance.

According to a study by Randhawa (2004), there is a highly substantial and favourable correlation between job performance and ESe ( $r=.473$ ,  $p.01$ ). This significant link shows that an employee's level of performance is strongly influenced by their level of job-specific self-efficacy. In other words, an employee is more likely to perform well at work if they have better job-specific self-efficacy. These results underline the significance of taking ESe into account and imply that training focused at boosting entrepreneurs' job self-efficacy may result in better job performance. While this present study has successfully explored the relationship between ESe and entrepreneurial motivation and organisational success, additional research is still required to go deeper into this relationship and identify the most efficient means of boosting entrepreneurs' ESe.

An increasing corpus of empirical data suggests a link between organisational success and entrepreneurial self-efficacy. Wong and Wong (2008) found that business owners with high ESe were more likely to display innovative behaviours and to achieve financial success. Those with high ESe were more likely to set ambitious goals and look for the resources needed to achieve those goals, which could lead to the success of an organisation, according to a different study by Liao and Chen (2006). Other researchers have discovered a connection between organisational performance and entrepreneurial self-efficacy. For instance, ESe and the success of small and medium-sized firms in China were found to be positively correlated by Gao and Ma (2013). Overall, researches shows that ESe is crucial to business success and should be taken into account when assessing organisational performance.

### **2.3.7 Locus of control and Entrepreneurial Motivation**

Locus of control (LoC) is a psychological term that refers to how much control an individual feels they have over the outcomes of their choices. People with an internal LoC think they have some control over their circumstances and attribute their success or failure to their own capabilities and efforts. Contrarily, those who have an external LoC think that external forces, such as chance or other people's acts, heavily influence how their actions turn out. Entrepreneurial motivation refers to the impulse or desire to start and run a firm. It is frequently influenced by an individual's LoC, as people with an internal LoC may be more driven to start their own business since they believe they have the power to control the results of their activities.

Numerous empirical studies have proven the link between LoC and entrepreneurial motivation. People who have an internal LoC are more likely to engage in entrepreneurial activities like starting a firm or creating new services or products, according to a study that was published (Brockhaus, 1982). Another study that was published in the *Journal of Firm Venturing* found that those with an internal LoC were more likely to establish their own business and were more successful in their entrepreneurial endeavours (Furnham and Cheng, 2016).

When someone exhibits an internal LoC, it may be a sign of their sense of self-determination and autonomy (Hsiao et al., 2016). An individual's level of awareness and understanding of their own activity in their life events create this psychological attribute. Particularly entrepreneurs think that the degree of management control they possess is a critical factor in determining the success of their companies (Mehta and Gupta, 2014). For business owners, taking charge of their management is crucial for creating a competitive edge (Bulmash, 2016). Entrepreneurs that have an internal LoC are better able to manage their lives and businesses and are more likely to exhibit the self-discipline and confidence necessary to propel success. In summation, the ability to demonstrate an internal locus of control is crucial for entrepreneurs since it demonstrates their level of autonomy, agency, and control over their companies. In-depth exploration of the link between LoC and entrepreneurial success in future studies may shed light on the best ways for businesspeople to develop this quality.

Entrepreneurs with an internal LoC are more likely to pursue success than those with an external LoC, says Rotter (1954). Furthermore, Brockhaus (1982) revealed that business owners have a higher internal LoC than the general population. As a result, according to the study, business owners believe that their actions will directly affect the success of an enterprise. According to Brockhaus (1982), locus of control may separate successful companies from those that fail. Entrepreneurs are often seen to be 78% more likely to be driven in their chosen careers than people who prefer to attribute the control of their lives to external factors. Similar findings were established by Robinson, Stimpson, Huefner, and Hunt (1991).

Research has shown that those with an internal LoC are typically more courageous when taking the risk of establishing a company (Gürol and Atsan, 2006). Participants in a meta-analysis who were successful business people claimed that their internal LoC—their wise choices—were more crucial to their success than outside

factors like destiny and chance (Gaddam, 2008). People believe they have control over their surroundings because they have a distinct vision for their new business. As a result, 49% of business owners in the same study found that having an internal LoC encourages people to build social networks to obtain information that is helpful to their organisations. If people gather and manage all the knowledge they have gathered, they will eventually turn their company ideas into reality.

Numerous studies have examined the link between LoC and entrepreneurship, and the results have generally confirmed theoretical predictions. For instance, Zain et al. (2010) investigated at a public institution in Malaysia the reasons underlying entrepreneurship among undergraduate business students. They discovered that both internal and outside factors, such as family history, and educational exposure to business-related areas, had an impact on the students' ambition to launch their own firm. The study came to the conclusion that a person's mindset and conduct influence whether or not they decide to become an entrepreneur. Similar research was carried out by Ni et al. (2012) on Taiwanese university students to look at the connection between LoC and entrepreneurial ambition. They discovered a strong relationship between entrepreneurial aspiration and variables like behavioural attitudes, subjective norms, etc. According to these results, a person's degree of control over their life and conduct is extremely important in determining their desire to start their own business.

According to a study, people with an internal LoC are more interested in starting their own business (Kristiansen and Indarti, 2004). Of these, 230 out of 348 thought they could transform their entrepreneurial aspirations into successful company endeavours (Kusmintarti et al., 2016). In order to develop an entrepreneurial spirit and make the decision to launch a business, internal locus of control is crucial. Because they would be motivated to go beyond and above for the success of their business, people with an internal LoC thought that their decisions and behaviour would have an impact on the performance of their company (Karabulut, 2016).

According to Brunel et al. (2017), individuals' need for achievement serves as a benchmark for determining whether they have strong or weak entrepreneurial qualities (locus of control). Mehta and Gupta (2014) conducted research on the LoC among SME employees in Bali with an emphasis on the influence of the demand for achievement, a crucial component of entrepreneurial drive. The study's conclusions revealed that the demand for achievement may have a favourable effect on the LoC of

SME employees in Bali. Entrepreneurial personality traits have been identified as a key component in establishing an individual's distinctive qualities, including their attitudes, values, and demands (Kerr et al., 2017). Based on how well their needs are met, these personality qualities can influence behaviour and mould a people's actions. It is critical to realise that people act in accordance with their ideals and are motivated by a need to satisfy those requirements.

Finally, the outcomes of Sundjoto's (2017) study confirmed that internal locus of control has a significant impact on intrinsic motivation. This supports the idea presented by Grantz (2006), who argued that people with internal LoC are more success-oriented and more inclined to be high achievers since they believe their activities have a positive effect. Internal locus of control significantly affects employees' intrinsic motivation and job satisfaction, claim Khagendra et al. (2016). The study of entrepreneurial behaviour and locus of control emphasises the significance of individual attitudes and perceptions in determining behaviour. The association between LoC and entrepreneurship in various cultural contexts and corporate situations could be explored in further studies to build on these findings.

### **2.3.8 Locus of control and Organisational Success**

A person's perception of how much control they have over the outcomes of their actions is referred to as their locus of control (LoC), which is a psychological construct. People with an internal LoC believe they have control over their life's circumstances and attribute their success or failure to their own efforts and abilities. People with an external LoC, on the other hand, believe that other factors, such as luck or other people's actions, mostly determine the results of their actions. On the connection between LoC and organisational performance, there is a sizable amount of empirical research. According to a study, having an internal LoC increased one's chances of succeeding at work as well as their levels of job satisfaction and performance (Judge and Bono, 2001). According to another study, people who had an internal LoC were more likely to succeed at work and had higher levels of job satisfaction and performance (Sutton and Wheatley, 2003).

Numerous research on various entrepreneurial traits have been undertaken over time and more often. Given that learning about the psychological characteristics particular to entrepreneurs is a good first step in researching entrepreneurship, this is

neither surprising nor unexpected. Since, the publication of the two most well-known works on strategic leadership by Hambrick and Mason (1984) and Gupta et al (2017), many academics have developed an interest in researching how top managers' characteristics affect organisational outcomes. Managers with an internal LoC, as opposed to those with an external LoC, demonstrate less delay in carrying out their responsibilities, according to Lonergan and Maher (2000). Research overwhelmingly supports psychological traits as the theoretical cornerstone for determining human entrepreneurial activity and potential, as against perception and awareness (Lumpkin, 2004).

Holmes and Cartwright (1994) assert that LoC is correlated with job satisfaction, which promotes business success. Job satisfaction is a term used to describe someone's positive perception of their place of employment. The person who achieves great career success typically has a positive outlook on work, strong internal motivation, and a high internal LoC. Similar to this, Boone and De Brabander (1996) showed that an organisation's performance is determined by its locus of control. Boone and De Brabander (1996) found that while leaders with an external LoC are passive in their organisation and see incidents in their environment as a trigger influencing their profits, leaders with an internal LoC are convinced in their choices and in their capability to influence the environment and increase profits.

In an empirical study, Chen and Silverthorne (2008) found that a sample of 209 Certified Public Accountants' individual responses and job performance were positively impacted by internal LoC. 800 employees from a national financial firm in the U. S. were the subject of a 2009 study by Ng and Butts. They found that the internal LoC for each employee has moderated the favourable impact of performance rewards and the intention to stay with the company, making the effect stronger when there is one. Sundjoto (2017) provided evidence in support of the idea that the Internal LoC significantly impacts performance. The likelihood of entrepreneurial success for persons who possess these traits is significantly increased.

### Conceptual Model

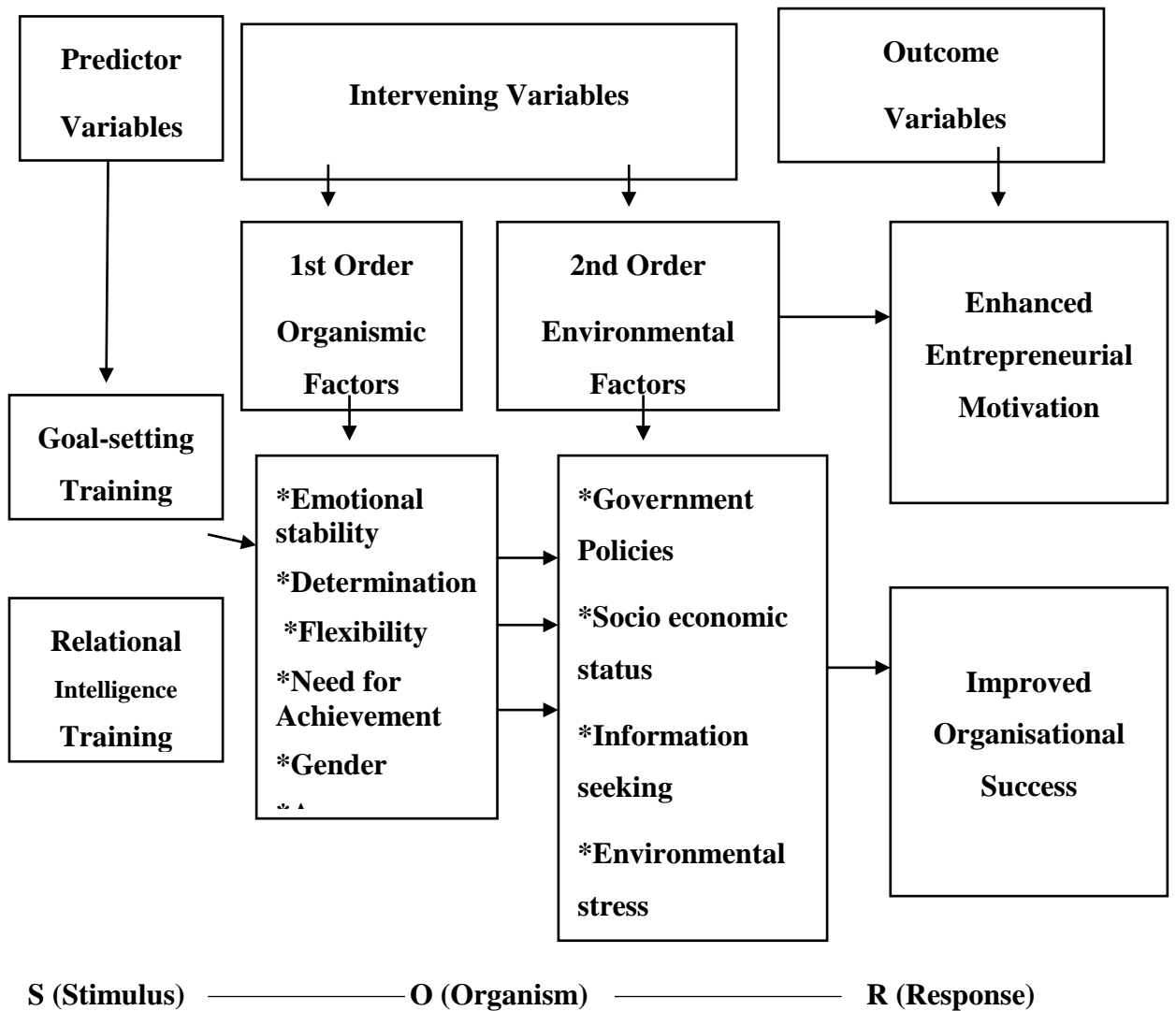


Figure 2.1: the study conceptual model



In research, a conceptual model refers to a practical framework which highlights scientific representation applied to the field of study to express the process of managing targeted behaviour and variables that interact. It refers to a projection of ideas in a succinct manner aimed at guiding people to understand the direction of the research. In this study, the model consists of the independent variables, Goal-setting and Relational Intelligence Training. They are to be manipulated to improve the dependent variables, entrepreneurial motivation and organisational success to determine the intervention strategies' effectiveness. The organismic and environmental variables that stand in between the predictor and outcome variables are the intervening variables, and their manipulation is anticipated to have observable impacts on the dependent variables.

Several intervening variables can influence the interventions' effectiveness in fostering entrepreneurial motivation and organisational success in this study. These variables cannot be controlled or measured directly, though they could significantly affect the outcome of the research work. Intervening variables are those factors which account for the internal and observable psychological process which may directly or indirectly affect the influence the training have on the dependent variables. The factors under the first and second order are also known as endogenous and exogenous variables.

The factors in the first order (organismic factors) are resident in small-scale business owners such as: fear of failure, need for achievement, gender, emotional stability, determination, and flexibility. The second-order are environmental factors or external conditions such as government policies, socio-economic status, information seeking, and environmental stress. These variables play a role between the independent variables (Goal-setting and Relational Intelligence Training) and are expected to impact the dependent variables (Entrepreneurial Motivation and Organisational Success). This way, the independent variables were manipulated to establish their effectiveness and impact on the outcome variables. However, the moderating variables in this study were LoC and ESe.

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter's goal is to give a thorough explanation of the techniques employed in this study to determine the effects of relational intelligence and goal-setting training on organisational success and entrepreneurial motivation. The research design, study population, sample selection technique, therapeutic procedure tools, and techniques for data analysis were outlined in this section. An area that was also highlighted is the validity and reliability of the tools employed.

#### **3.1 Research Design**

Using goal-setting and relational intelligence training, the researcher utilized quasi-experimental design (pretest-post-test and control group) to enhance small business owners' entrepreneurial motivation and organisational success. The study adopted a  $3 \times 2 \times 3$  factorial matrix consisting of two interventions and one control group, with LoC and ESe serving as moderating variables varied at two and three levels, respectively, as seen in the table below (3.1).

**Table 3.1: 3x2x3 Factorial matrix of the study**

TRAINING	LOCUS OF CONTROL					
	B <sub>1</sub>			B <sub>2</sub>		
	ENTREPRENEURIAL SELF-EFFICACY					
	C <sub>1</sub>	C <sub>2</sub>	C <sub>3</sub>	C <sub>1</sub>	C <sub>2</sub>	C <sub>3</sub>
<b>GST (A<sub>1</sub>)</b>	3	2	4	4	4	1
<b>RIT (A<sub>2</sub>)</b>	3	4	3	2	5	3
<b>CG (A<sub>3</sub>)</b>	3	5	2	3	4	3

**Key:** GST= Goal-setting Training, RIT= Relational Intelligence Training, CG= Control Group

A<sub>1</sub>= GST

A<sub>2</sub>= RIT

A<sub>3</sub>= CG

B<sub>1</sub>= Internal Locus of Control (LoC)

B<sub>2</sub>= External LoC

C<sub>1</sub>= High Entrepreneurial Self-efficacy (ESe)

C<sub>2</sub>= Moderate ESe

C<sub>3</sub>= Low ESe

This design is schematically represented as:

O<sub>1</sub> X A<sub>1</sub> O<sub>2</sub>

O<sub>3</sub> X A<sub>2</sub> O<sub>4</sub>

O<sub>5</sub> . O<sub>6</sub>

Where: O<sub>1</sub>, O<sub>3</sub> and O<sub>5</sub> are pre-tests for the three groups

O<sub>2</sub>, O<sub>4</sub> and O<sub>6</sub> are post-tests for the three groups

XA<sub>1</sub>= Goal-setting Training (Experimental treatment)

XA<sub>2</sub>= Relational Intelligence Training (Experimental treatment)

. = Control Group (No treatment)

### **3.2 Population**

This study was conducted in Ibadan with the study's population comprising all owners of small-scale business in the city. Ibadan is a metropolitan city in Oyo state, situated within the South Western part of Nigeria, consisting eleven (11) Local Government areas. The population of businesses that fall within the scope of small-scale business as defined in this study is 1,909,475 in accordance with the data released in 2019 by SMEDAN/NBS.

### **3.3 Sample and Sampling techniques**

The samples used in this study consisted of small-scale business owners operating in Ibadan, Nigeria. A total of 58 small-scale business owners were selected to participate in the study. Participants for this study were chosen utilising Multi-stage Sampling technique. The researcher focused on business owners across various enterprises. The reason for choosing the chief executive or owners is because they are the major decision-makers in small-scale business operational activities. Three local government areas were purposively selected because of the ample number of small-scale businesses and the business type in each area (Agriculture-Akinyele; ICT-Ibadan Northwest; Services-Ibadan North). The cluster sampling technique was adopted in choosing relevant business-related associations in each selected local government area for sample selection. With the aid of the screening instrument, small business owners whose businesses are not performing optimally and whose owners have low motivation were purposively selected (Akinyele – 20, Ibadan Northwest – 20 and Ibadan North – 18). In all, 58 small-scale business owners were drawn to participate; they were divided into the experimental and control groups at random. In contrast to the control group participants, who were given a lecture on punctuality at work, the experimental group received training in goal-setting and relational intelligence. These procedures were used to eliminate experimental biases that could contaminate the experiment. Table 3.2 highlights the number of participants selected in each sub-sector of business and LGAs.

**Table 3.2: Presents the number of participants selected in each sub-sector of business and LGAs**

<b>S/N</b>	<b>Sector Of Business and Sub Sectors</b>	<b>Number Assigned for GST</b>	<b>Number Assigned for RIT</b>	<b>Number Assigned for C. G</b>	<b>Total</b>
<b>1.</b>	<b>Agriculture</b> (crop, fishing, livestock, animal specialties, etc.) - <b>Akinyele LGA</b>	18	-	-	<b>18</b>
<b>2.</b>	<b>ICT</b> (I.T services, telecommunication, software, engineering.) - <b>Ibadan Northwest LGA</b>	-	-	20	<b>20</b>
<b>3.</b>	<b>Services</b> (plumbing, hairdressing, fashion designers, barbers, electronic retailer.) - <b>Ibadan North LGA</b>	-	20	-	<b>20</b>
	<b>TOTAL</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>58</b>

### **3.4 Inclusion Criteria**

The study was quasi-experimental in nature. Therefore, to guard against some extraneous and confounding variables, the researcher set out the following criteria for participants' eligibility in the study.

- i. Fifty-eight (58) small-scale business owners registered with Corporate Affairs Commission or belonged to a business-related association.
- ii. At the time of intervention, participants had business net worth of between ₦250,000 and ₦1,000,000.
- iii. Participants who had a specific location where they operate their business.
- iv. Participants who scored low in the screening tools.
- v. Participants who were the sole owner of the business
- vi. Participants who had managed the business for not less than two (2) years.
- vii. Small business owners who voluntarily agreed to attend the training and signed the consent form.

### **3.5 Instrumentation**

1. Entrepreneurial Motivation Scale by Fatoki (2010)
2. Organisational Success Scale by Sir Lingsiya (2012)
3. Entrepreneurial Motivation Scale (EMS) by Vijaya and Kamalanabhan (2009)
4. Organisational Success Scale (OCS) by Nwanzu and Uhiara (2018)
5. Internal-External Locus of Control Questionnaire by Rotter (1966)
6. Entrepreneurial Self-efficacy Scale (ESe) by De Noble, Jung and Ehrlich (1999)

#### **3.5.1 Entrepreneurial motivation scale**

The Entrepreneurial Motivation scale by Fatoki (2010) was modified and adapted for the study to measure entrepreneurs' motivation level at the screening phase. The scale originally consists of 19 items modified to 16 items of 5-point Likert self-reported instruments divided into three (3) subsections which are; self-efficacy beliefs, risk tolerance and desirability, where all statements that made up the items concerns an individual's degree of motivation in entrepreneurship. Participants in this study were requested to assess their degree of motivation by choosing one of five

options on a scale from 1 to 5. According to the scale, 1 meant strongly disagree, 2 meant disagree, 3 meant not sure, 4 meant agree, and 5 meant strongly agree. Participants were instructed to choose the option that most accurately represented their level of acceptance of the statement. According to the author, reliability analysis indicated  $\alpha = 0.87$ . Sample items on the scale include: 'I love being my boss', 'I aim to increase my prestige and status', 'I enjoy taking entrepreneurial risk', 'my aim is to get job security through being self-employed'. High scores showed high motivation and low scores showed otherwise with obtainable scores ranging between 16-80. For this study, participants who scored less than 40 from the total obtainable score of 80 were screened in. In this study, the researcher re-validated the motivation scale to ensure its relevance and reliability. The scale was utilized during a pilot testing that involved a sample of thirty (30) participants. The Cronbach alpha coefficient, which was used to assess the scale's reliability, yielded a result of .81. This result shows that the scale is highly reliable.

### **3.5.2 Organisational Success scale**

A screening tool was utilized to distinguish between a 'not performing' organisation and a 'performing one'. This made it possible for the researcher to focus the training materials on participants whose answers were deemed to be indicators of "not performing business optimally." A screening tool adopted for the study was developed by Lingesiya (2012) to identify small-scale businesses with poor performance. The analysis was based on owners' responses. The instrument has 20 items and was adapted to a Likert scale structure for this research, of 'very unsatisfied' to 'very satisfied' (ranking from 1 to 5) with total obtainable score ranging from 20-100. According to the author, the scale showed a satisfactory psychometric property with Cronbach alpha 0.84. Low score i.e., below 40 on the scale indicated a perceived failure. The scale consists of the following sub sections; perceived customer satisfaction, organisation and income growth, profitability growth, turn-over growth, and increase in the number of employees. In this study, the adapted version of the organisational success scale was re-validated to ensure its reliability. The scale was utilized during a pilot testing that involved a sample of thirty (30) participants. The Cronbach alpha coefficient, which was used to assess the scale's reliability, yielded a result of .65. This result shows that the scale is highly reliable. Also, to set a norm for



the scoring range, it was discovered that out of the selected participants- 3 participants scored above 60, 8 participants scored between 31-59 and 19 participants scored below 30. As a result, the norm set for the study are participants who scored below 30.

### **3.5.3 Entrepreneurial Motivation Scale (EMS)**

The Entrepreneurial Motivation Scale (EMS) was developed by Vijaya and Kamalanabhan (2009). The entrepreneurial motivation scale was designed to measure entrepreneurial motivation in a reliable and efficient manner. The objective was to develop a scale that would reduce respondent exhaustion and enable researchers to collect responses from the largest possible sample sizes. To achieve this, the scale was designed to be both reliable and parsimonious, meaning that it was carefully constructed to include only the most important and relevant items. The adopted scale consists of Twenty-seven (27) items measuring entrepreneurial motivation comprising of five (5) components that represents all perceived aspect of entrepreneurial motivation; entrepreneurial core motivation- number 14, 17, 18, 24, 25; work core motivation- number 2, 5, 8, 11, 15, 26, 27; social core motivation- number 3, 6, 9, 12, 21; individual core motivation- number 10, 20, 22, 23 and economic core motivation- number 1, 4, 7, 13, 16, 19. The responses range from "not important" to "extremely important" on a five-point Likert scale. Examples of items included on the scale are 'get complete satisfaction', 'explore my talent and innate potential in a profession'. According to the author, this scale showed a high internal consistency of alpha .84. Score obtainable on the scale ranges from 27-135 with a low score indicating low motivation. The researcher re-validated the version of this instrument and Cronbach alpha of .78 was obtained using Reliability coefficient alpha in a pilot test among participants of thirty (30) small-scale business owners chosen outside the study population (Oyo town).

### **3.5.4 Organisational Success Scale (OSC)**

The organisational success scale designed by Nwanzu and Uhiara (2018) was modified to assess organisational performance using a number of models. The scale consists of forty items which include four models of organisational effectiveness: the perceived stakeholder satisfaction model (items 40, 36, 32, 28, 24, 20, 16, 12, 8, 4), the system resources model (items 38, 34, 30, 26, 22, 18, 14, 10, 6, 2), the goal attainment

model (items 37, 33, 29, 25, 21, 17, 13, 9, 5, 1), and the internal processes model (items 39, 35, 31, 27, 23, 19, 15, 11, 7, 3) which are related to different indicators of success in an entrepreneur's world. With a Cronbach alpha reliability of .96, the scale demonstrated good psychometric properties and high internal reliability.

A typical item on the scale reads "Desired level of output is always attained", "Returns on investments is always adequate". These items were scored on a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5), with higher scores indicating a perceived success. The scale was utilized during a pilot testing that involved a sample of thirty (30) participants in Oyo town. The Cronbach alpha coefficient, which was used to assess the scale's reliability, yielded a result of .80. This result shows that the scale is highly reliable.

### **3.5.5 Locus of Control Scale (LCS)**

In order to gauge how much people, think they have control over their lives' outcomes in contrast to being determined by outside factors, Rotter (1966) created a questionnaire he called the Internal-External Locus of Control (beyond their influence). The adapted questionnaire which also has 29 items was structured to be tailored towards entrepreneurship, each of which has two lettered (a or b). Participants are expected to select from each pair of statement tagged with a and b indicating the statement that they firmly believe in or can identify with. An example of items in the instruments includes 2a. Many factors contribute to the success of an organisation, including luck and external circumstances. 2b. The success of an organisation is often a result of the proactive decision-making and actions taken by its leaders and employees. 3a. One of the major reasons why organisations thrive is because individuals take a keen interest in understanding market dynamics and industry trends. 3b. Organisational success is not solely dependent on external factors, and proactive measures can be taken to prevent or mitigate challenges.

Giving each of the following one point for scoring: 2. a, 3. b, 4. b, 5. b, 6. a, 7. a, 9. a, 10. b, 11. b, 12. b, 13. b, 15. b, 16. a, 17. a, 18. a, 20 a, 22 b, 23 a, 25 a, 26 b, 28 b, and 29 a. External Locus of Control = high score Internal Locus of Control = low score. According to Rotter (1966), the scale's test-retest reliability varies from 0.49 to 0.83 based on the period and demographic. The researcher's revalidation of the adapted instrument yielded Cronbach alpha of .70 using Reliability coefficient alpha in

a pilot study among participants of thirty (30) small-scale business owners chosen outside the study population (Oyo town).

### **3.5.6 Entrepreneurial Self-efficacy Scale (ESe)**

The Entrepreneurial Self-efficacy (ESe) Scale was created by De Noble, Jung, and Ehrlich in 1999 to measure one's degree of ESe. The scale is made up of a number of questions asking respondents to assess their level of proficiency in performing particular tasks connected to a desired behaviour. Six re-interpreted constructs, including the following, were included in the questionnaire: developing crucial human resources, creating an innovative atmosphere, initiating investor partnerships, establishing core purpose, coping with unforeseen hurdles, and developing new products and market prospects. Initially, the factors were assessed using a seven-point Likert scale, with 1 denoting "Strongly disagree" and 7 denoting "Strongly agree." Examples of such statements include "I can find new methods to enhance existing products" and "I can create a work atmosphere that motivates individuals to attempt new things." This scale's ability to measure ESe was demonstrated by the reliability test (Cronbach alpha = 0.953). For this study, the scale was modified and reorganised into a four-point Likert scale, with 1 denoting "Not at all true," 2 signifying "Hardly true," 3 denoting "Moderately true," and 4 denoting "Exactly true." The modified version of the questionnaire was revalidated by the researcher, and a pilot trial with thirty (30) small business owners chosen from outside the study population (Oyo town) yielded a Cronbach alpha of 0.69 utilising reliability coefficient alpha.

### **3.6 Procedure for Administration**

With a letter of introduction from the Departmental Head of Counselling and Human Development Studies at the University of Ibadan, the researcher requested approval to conduct the study. Ethical approval was also obtained for the study from the Social Science and Humanities Research Ethics Committee (SSHREC) with assigned number: UI/SSHREC/2021/0028. The business-related associations were visited beforehand, enabling the researcher to survey and be acquainted with the businesses' operational structure and organisational culture. Inquiries about their interest in taking part in the study were part of the plan of visits. Each business owner was adequately enlightened about the purpose and importance of the intended study to

improving their income. One research assistant along with two others were trained to assist in the smooth execution of the study. The Department of Counselling and Human Development Studies' postgraduate students made up two of the three research assistants. Pre-sessional, pre-testing, training and post-testing were the four stages of the study's implementation. At the pre-session phase, screening tool was administered to the samples to ascertain their level of performance and motivation in business. Participants who scored low in the screening tools were included in the study. A concerted effort was undertaken to screen volunteers, divide them into the control group and two experimental conditions. The entrepreneurial motivation, organisational success, entrepreneurial self-efficacy, and locus of control scales were provided to the participants during the pre-test phase. Participants in the two experimental groups received training over the course of nine weeks (9 sessions) on Goal-setting and Relational Intelligence Training. The average length of each session was 60 minutes. The control group were not offered training but they did receive tips about being on punctuality at work. Following the conclusion of the programme, the post-test instrument was administered to the control group, and the two experimental groups.

### **3.7 Therapeutic programmes**

#### **Goal-setting Training**

The training package for goal-setting entails theoretical and experiential techniques that facilitate exposure to tools, methods, and techniques to achieve objectives in the strategic plan. Through lectures, presentations, interactive activities, and discussions with small groups, participants were taught how to recognize or establish goals, directions and priorities, align plans with objectives, and develop challenging but achievable goals. There were nine sessions total, each lasting 60 minutes. In order to reinforce the concepts and abilities covered in class, homework was given.

#### **Relational Intelligence Training**

The training package for relational intelligence entails theoretical and experiential techniques that facilitate exposure to tools, methods, and techniques for attaining healthy relationships. The Relational Intelligence training focused on social skills and relational health hybrid. Through lectures, presentations, interactive

activities, and discussions with small groups, participants were taught how to improve their social relationships and leverage the skills garnered to boost performance. Discussions, role play, and paired exercises involving relating with different people in a number of settings. This will also improve knowledge and skills related to; self-mastery, empathy, understanding other people's perspectives, managing emotions, capacity to relate to people more accurately and better handling of conflicts. There were nine meetings total, each lasting 60 minutes. In order to reinforce the concepts and abilities covered throughout the lessons, homework was also given.

**Experimental group 1 (Goal-setting training for entrepreneurial motivation and organisational success)**

Session one: Orientation and Pre-test instrument administration

Session two: Concept and importance of motivation to small-scale business owners

Session three: Indicators of success and introduction to Goal-setting

Session four: Elucidate on the model of SMART goals

Session five: Discuss the principles of setting goals

Session six: Management of Time

Session seven: Procrastination and Visualisation

Session eight: Evaluation and managing outcomes

Session nine: Review, administration of post-test and Conclusion

**Experimental group 2 (Relational intelligence training for entrepreneurial motivation and organisational success)**

Session one: Orientation and Pre-test instrument administration

Session two: Indicators of success and importance of motivation to small-scale business owners

Session three: Discuss the concept and benefits of Relational intelligence

Session four: Building quality relationship and its effects on motivating employee to align with organisational goals

Session five: Building participants empathy and social skills

Session six: Recognizing and managing emotions

Session seven: Role play on how to manage relationships

Session eight: Group work on relationship management

Session nine: Review, Post-test and Conclusion

### **Control group**

The control group's participants were trained on 'punctuality at work'. The following are the sessions and topic of instruction that was provided.

Session one: Introduction and Pre-testing

Session two: Discuss the importance of punctuality

Session three: Conclusion and administration of post-test

### **3.8 Control of Extraneous Variables**

In addition to the intervention strategies that will be used, there may be other factors or traits that could have an impact on the experimental study's results. The researcher took the following precautions to protect against the impacts of extraneous variables:

- i. Followed the inclusion criteria strictly and properly randomised the individuals into the experimental and control groups.
- ii. Compliance with the 3×2×3 factorial matrix.
- iii. Used ANCOVA as the statistical analysis software to control extraneous variables.

### **3.9 Data Analysis**

In order to analyse the data gathered for this study, the researcher used both descriptive and inferential statistics. Tables, mean, and standard deviation were given in the descriptive analysis. The statistical approach used in this study for inferential statistics is the analysis of covariance (ANCOVA) which has the potency to exclude unmeasured variables that might affect the study's findings. In order to assess the directions of difference and significance identified, the Bonferroni post-hoc analysis was used utilized (all testing carried out at 0.05).

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

In this chapter, the results of this study were unveiled in a comprehensive manner. A total of fourteen hypotheses were meticulously formulated and rigorously tested using a selected statistical test of significance. This section provides a detailed account of the tests applied to the data for each hypothesis, along with a definitive statement on whether it was accepted or rejected. To complete the picture, this section also provides a thoughtful interpretation of the findings. By thoroughly presenting and examining the results, the research contributed to the existing body of knowledge on the topic and encourage further research in this area.

#### **Presentation of descriptive findings**

**Table 4.1.: Distribution of the participants by training, LoC and ESe**

<b>Variables</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
<b>Training groups</b>		
Relational Intelligence Group (RIG)	20	34.5
Goal Setting Group (GSG)	18	31.0
Control Group (CG)	20	34.5
Total	58	100.0
<b>Entrepreneurial Self-efficacy</b>		
Low	1	1.7
Moderate	31	53.4
High	26	44.8
Total	58	100.0
<b>Locus of Control</b>		
Internal	43	77.6
External	15	22.4
Total	58	100.0
<b>Business Type</b>		
Partnership	4	6.9
Sole Owner	54	93.1
Total	58	100.0
<b>Estimated Business Worth (#)</b>		
250,000	15	25.9
250,000-500,000	23	39.7
500,000-1,000,000	11	19.0
1,000,000>	9	15.5
Total	58	100.0
<b>Registration with Professional Body</b>		
Corporate Affairs Commission	34	58.6
Business Related Association	22	37.9
None	2	3.4
Total	58	100.0



## **Testing of Null Hypotheses and Discussion of findings**

**Hypothesis One: There is no significant main effect of training on entrepreneurial motivation among small-scale business owners**

**Table 4.2.: Analysis of covariance (ANCOVA) on entrepreneurial motivation by training, entrepreneurial self-efficacy and locus of control**

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	3440.322	12	286.694	3.274	0.002	0.466
Intercept	4478.096	1	4478.096	51.144	0.000	0.532
Pre_EM	2203.420	1	2203.420	25.165	0.000	0.359
Training	1131.628	2	565.814	6.462	0.003*	0.223
Ese	223.345	2	111.673	1.275	0.289	0.054
LoC	792.352	1	792.352	9.049	0.004*	0.167
Training x ESe	115.941	2	57.970	0.662	0.521	0.029
Training x LoC	526.947	2	263.473	3.009	0.059	0.118
ESe x LoC	153.961	1	153.961	1.758	0.912	0.038
Training x ESe x LoC	259.745	1	259.745	2.967	0.092	0.062
Error	3940.109	45	87.558			
Total	461297.000	58				
Corrected Total	7380.431	57				
R Squared = 0.47 (Adjusted R Squared = 0.32) * denotes significant p<0.05						

The results of table 4.2. revealed a significant main effect of training on entrepreneurs' motivation in business ( $F_{(2; 45)}=6.46$ ;  $p<0.05$ , partial eta-squared=0.22). Effect size of 22.3% indicates that 22.3% of the total 32.0% variation in post-entrepreneurs' motivation in business observed (Adjusted  $R^2 = 0.32$ ) in the model of ANCOVA was due to the effect of training. Therefore, Hypothesis 1 was rejected. The measured estimated marginal means of the training groups are shown in Table 4.2.2, allowing for a comparison of the magnitude of the significant main effect between the different training groups.

**Table 4.3: The following table shows the estimated marginal means for post-entrepreneurial motivation based on the training and control group**

Training	$\bar{x}$	Std. Error	95% CI	
			Lower Bound	Upper Bound
Relational Intelligence Group (RIG)	99.57	3.47	92.58	106.55
Goal Setting Group (GSG)	94.14	2.77	88.57	99.72
Control Group (CG)	81.96	2.87	76.17	87.75

Table 4.3 revealed that entrepreneurs in the Relational Intelligence Group (RIG) training group 1 had highest adjusted mean score in their post-training in entrepreneurial motivation ( $\bar{x} = 99.57$ ) followed by those in the Goal-Setting Group (GSG) training group 2 ( $\bar{x} = 94.14$ ) and the Control Group (CG) control group (81.96). This order is denoted  $RIG > GSG > CG$ . The result presented in Table 4.2.3 is the outcome of a conducted Bonferroni post-hoc test performed across the groups to determine the group that is responsible for the significant main effect of training on entrepreneurs' motivation in business.

**Table 4.4: The following table reveals the bonferroni post-hoc analysis of post-entrepreneurial motivation by training and control group**

(I) Training	(J) Training	Mean Difference (I-J)	Sig.
Relational Intelligence Group (RIG)	Goal Setting Group (GSG)	5.423	0.635
	Control Group (CG)	17.606*	0.003*
Goal Setting Group (GSG)	Relational Intelligence Group (RIG)	-5.423	0.635
	Control Group (CG)	12.183*	0.016*
Control Group (CG)	Relational Intelligence Group (RIG)	-17.606*	0.004*
	Goal Setting Group (GSG)	-12.183*	0.016*

\* Denotes  $p < 0.05$  (sig level)

The result of the table above (4.4) indicated the post-entrepreneurial motivation of entrepreneur in the Relational Intelligence Group was not significantly different from those in the Goal Setting Group (MD = 5.42,  $p > 0.64$ ). Furthermore, there was a significant difference between the post-entrepreneurial motivation mean scores of the Goal Setting Group entrepreneurs and those in the control group (MD = 17.61,  $p < 0.01$ ). This implies that, in terms of entrepreneurs' post-entrepreneurial motivation in business, the significant difference seen in the Analysis of covariance result had not been due to the differences between training groups (relational intelligence and goal setting), but rather in comparison with the control group.

The table revealed significant main effect of training in fostering entrepreneurial motivation among small-scale business owners of the study participants. This indicates significant differences in the mean score of entrepreneurial motivation among small-scale business owners exposed to Goal-Setting Training (GST) and Relational Intelligence Training (RIT) in comparison with the CG. As a result, hypothesis 1 was not accepted and based on the evidence provided, it can be said that training has a strong main effect in fostering entrepreneurial motivation among small-business owners. The implication of this is that both GST and RIT were effective in fostering entrepreneurial motivation among small-scale business owners.

Intending to provide information on fostering entrepreneurial motivation of participants in the groups (GST, RIT and CG), It becomes important to determine the magnitude of the participants' mean scores in the respective groups as well as the direction of the differences between the two groups. Although, on overall, the estimated marginal means revealed that entrepreneurs in the Relational Intelligence Group (RIG) in terms of mean score recorded the highest adjusted mean in their post-training in entrepreneurial motivation, followed by those in the Goal-Setting Group (GSG) training group 2 (94.14) and the Control Group with the order as represented  $RIG > GSG > CG$ . Thus, the Bonferroni Post-hoc Analysis was utilized and result indicated that although not statistically different from those in the Goal Setting Group, the post-entrepreneurial motivation of entrepreneurs in the Relational Intelligence Group was significantly distinct from that of those who had not received training.

Also, the difference in the post- entrepreneurial motivation mean score of entrepreneurs in Goal Setting Group and participants in the control group was not insignificant. This suggests that, in terms of participants' post-entrepreneurial

motivation in business, the significant difference discovered in the ANCOVA result was not caused by a disparity between the training groups (relational intelligence and goal setting), but rather between the training and control groups. In essence, both GST and RIT were effective in fostering entrepreneurial motivation of participants. However, RIT is more superior in fostering entrepreneurial motivation than GST. These differences can be explained in relation to the effectiveness of the therapeutic packages which is also attributable to the manner of the utilization of principles and methodology on which the packages are grounded such as aims and objectives, homework, review, discussion, and questions adopted in the manual delivery. The edge that RIT had may also be explained in relation to the framework adopted; the training programme was embedded with practical sessions which gave participants the opportunity not only to express themselves but master the skills that were taught.

Additionally, based on the training uniqueness, these training programmes are expected to have an effect of varying degrees in fostering organisational success. Although, one surprising aspect is the fact that RIT had an edge in terms of effectiveness against GST. This is surprising because, unlike GST that had been previously applied to several entrepreneurship domains, RIT is a relatively new training. However, reasons behind its effectiveness cannot be farfetched as the training's outline possesses components needed for boosting an individual's interpersonal connection which can result in enhancing optimism and drive according to McClelland (1961). Just as people are likely to patronize a friendly owner with excellent interpersonal skills; social interactions can boost a person's motivation. The result pointed that the training was effective and therefore, attests to the fact that small-scale business owners' motivation can be enhanced, fostered and improved upon with these training packages.

Carsrud and Brännback (2009) presented goal-setting as a tool to adjust to surroundings and situations. Their result indicated that out of 237 individuals who venture into entrepreneurship without clearly stated goals, 64% lost interest in pursuing the sustenance of the venture as against 36% who perceived themselves to be successful entrepreneurs as a result of setting goals for business. Hurst (2016) research indicated that entrepreneurs driven by one goal or the other has a 63% chance of maintaining the intrinsic motivation that led them into business. He stated that irrespective of the motivation for venturing into business (pecuniary or non-pecuniary),



37% of entrepreneurs who stated unavailability of goals as at the time of starting business lack the drive to be successful. Additionally, Matthijs (2014) stated the essence of setting goals as clearly indicated in his results; entrepreneurs who are not motivated to set goals crash early. This was supported in a survey conducted by Morgenroth (2018) which indicated that out of 40 participants in the survey, 29 participants who showed an indication of less motivation had initially stated that they find it difficult to set goals.

Aside from Goal- setting, Relational intelligence training was found very effective in fostering entrepreneurial motivation among small-scale business owners. RIT showed more effectiveness than GST when compared. Relational intelligence is a relatively new field that needs further research to be carried out on to validate its potency in the field of entrepreneurship. Although, it has been applied to various concerns of life, very little research has been carried out on the concept of relational intelligence as it relates to entrepreneurship. Though research that linked relational intelligence training to motivation has been insufficient, this study established the potency of RIT in fostering entrepreneurial motivation.

Relational intelligence cannot be said to be a completely new terminology to entrepreneurship if its components that are similar to that of emotional intelligence are examined. Relational intelligence encompasses some areas of emotional intelligence such as effective communication and interpersonal skills. Although, the relationship between emotional intelligence that RIT was carved out from and motivation for new venture creation has only been examined fleetingly in literature (Kesting and Guenzel-Jensen, 2015). Relational intelligence is a trait/ability proposed to impact entrepreneurial success (Ghorsh and Rajarm, 2016). The study of Ghorsh and Rajarm (2016) showed that in a study of 400 participants, 64% of individuals who exhibit traits of being relationally intelligent have a high odd of being motivated to perform a task. These few studies highlighted are one of those that have provided support for the effectiveness of RIT. However, due to scarcity of information on the effect of relational intelligence training on entrepreneurial motivation, this research examined the areas of emotional intelligence that are similar to relational skills as well as core components of relational intelligences.

A meta-analysis revealed that effective communication was found to be the second most important characteristic for entrepreneurs, with marketing skills

contributing to entrepreneurial motivation by 32% (Darling and Beebe, 2007). Entrepreneurs are urged to be visionary leaders because they can motivate a group of people by clearly communicating their goal. A great leader will inspire followers and positively affect organisational outcomes. Ezeh (2012) asserted that acquiring entrepreneurial skills helps students develop the potentials for self-reliance, thereby contributing to sustainable development. This result supports Oyerinde and Falade's (2016) claim that students who learn marketing skills will indeed be able to overcome unemployment and develop the drive and independence to seek careers as entrepreneurs.

Additionally, McLaughlin (2012) found that social connections have a favourable effect on entrepreneurial motivation. Awad and Ali (2012) established that a manager's emotional intelligence, employee creativity, and organisational atmosphere positively affected a person's entrepreneurial orientation. In a comparative study, Ngah et al. (2016) examined how emotional intelligence affected business people in Malaysia and Indonesia. It was discovered that the absence of proper communication and interpersonal skill contributed significantly to an unmotivated retailer. Activities that have been highlighted as having the potential to motivate employees include acquiring and keeping customers, making presentations to investors, bargaining, and luring, choosing, and managing staff, suppliers, and partners (Ngah et al., 2016).

Regression research performed by Hassanzadeh and Kafak (2014) revealed a substantial linear association between job motivation and emotional intelligence. Adebayo (2018) equally posited that entrepreneurial training relating to acquiring communication capabilities can motivate entrepreneurs to stay in business. One such training is social relationship training, founded by Adebayo (2018) to correlate with entrepreneurial motivation positively.

On a general note, there are robust body of evidence to suggest that goal setting and relational intelligence training can be effective in enhancing entrepreneurial motivation. Goal setting has received much research as a way to boost motivation and enhance performance (Locke and Latham, 2002). Setting specific, challenging goals can help individuals to focus their efforts, increase their effort and persistence, and improve their performance.

In a similar vein, relational intelligence, or the capacity to establish and preserve solid, friendly relationships with others, has been noted as a crucial element in entrepreneurship success (Gino and Pierce, 2009). Training in relational intelligence can help individuals to improve their communication skills, build trust, and establish positive relationships, which can increase their motivation to pursue entrepreneurial endeavours.

**Hypothesis. Two: There is no significant main effect of locus of control on entrepreneurial motivation among small-scale business owners**

According to Table 4.2. there was a significant main effect of LoC on entrepreneurial motivation. ( $F_{(1; 45)}=9.05$ ;  $p<0.05$ , partial eta-squared=0.17). Therefore, Hypothesis 2 was rejected. This means that locus of control affected entrepreneur' motivation in business. Table 4.2 revealed the effect of 17.0%, which means that 17.0% of the variation in entrepreneurs' post-entrepreneurial motivation in business was caused by LoC main effect. In a bid to determine the magnitudes of the post-entrepreneurial motivation of entrepreneurs across locus of control, The results of the estimated marginal means analysis carried out are shown in the table below (4.2.4).

**Table 4.5: The following table shows the estimated marginal means for post-entrepreneurial motivation by locus of control**

Locus of control	Mean	Std. Error	95% Confidence Interval	
			Lower Bound	Upper Bound
Internal	89.63	1.83	85.95	93.31
External	96.14	3.07	89.97	102.32

Table 4.5 showed that external locus of control entrepreneurs had an adjusted mean in their post-entrepreneurial motivation in business ( $\bar{x} = 96.14$ ) while those with internal locus of control had a mean score of ( $\bar{x} = 89.63$ ). This order is represented External >Internal. This implies that entrepreneurs with an external locus of control were motivated than an entrepreneur with internal locus of control and the difference is significant. The finding is in direct contrast with other researchers who had reiterated that entrepreneurs with internal LoC are more motivated than external counterparts (Konig, et al., 2010; Sundjoto, 2017). Reason behind this is relatively unknown, however, a likely cause could be rooted in the sample size selected (a larger sample size might have yielded a different result) as well the imbalance in the numbers of participant who were internal and external (77.6% as against 22% external). Additionally, Kerr, Kerr and Tina (2017) noted that necessity entrepreneurs who might be equally motivated for other reasons aside personality orientation may not necessarily possess some of the major entrepreneurial qualities. The findings could indicate that small-scale business owners who partook in the study are largely of the necessity orientation.

The findings stand in contrast to research by Nawawi, Ujang, Azri, and Choon (2016) of small business owners, which found that LoC had no discernible influence on the degree of owner's motivation. The study involving 200 undergraduate students discovered that participants who indicated either internal/external alluded to the fact that they are motivated to venture into entrepreneurship after college completion. The claim that those with internal locus have greater drive than those with external locus is not entirely consistent with data, though. Entrepreneurs with an internal LoC, according to Rotter (1954), are more likely to pursue achievement than individual with an external control. Additionally, according to Brockhaus (1982), entrepreneurs majorly indicated internal locus than the average general public, and hence, asserted that their actions would directly affect the outcome of a business venture.

In a meta-analysis carried out, successful entrepreneurs mostly reported that the success they achieved are largely due to their capacity to make the right decisions (internal LoC), and not due to external factors (Gaddam, 2008). Since there is a clear vision for their business, individuals believe they are capacitated to control their environment. In the same report, 49% of entrepreneurs believed that internal locus of control assist individuals in establishing social networks to gain knowledge useful to

their businesses. According to another study, people with an internal LoC are more motivated to want to own a business (Kristiansen and Indarti, 2004). 230 out of 348 of such people believed they can turn their entrepreneurial dreams into profitable business practices (Kusmintarti et al., 2016). A study by Mehta and Gupta (2014) also revealed that the LoC of SME workers in Bali can be greatly increased by the need for success, which is also a type of entrepreneurial motivation.

Sundjoto (2017) revealed similar findings. The study indicated that the internal LoC greatly affects motivation (intrinsic). This is similar to the study of Grantz (2006), who indicated internal LoC tend to be more success-oriented and likely to be high-achievers due to their believe that their actions can lead to positive outcomes. Khagendra, Gopal and Viskas (2016) equally proved that internal LoC influences job satisfaction and positively influences intrinsic motivation.

Considering results of previous researches, it may seem counterintuitive to state that external LoC individuals, who believe that the outcomes of their actions are externally influenced, could have high levels of entrepreneurial motivation. However, there are a few potential reasons why this could occur. External LoC may be more driven to start and sustain a business if they sense a high level of opportunity in the market. They may see the external factors, such as a favourable economic climate or a gap in the market, as opportunities to be seized rather than as constraints. Perceived control; Even though those who have an external LoC think they have less influence over the results of their actions may nevertheless think they have some over the beginning and running of a business. They may see entrepreneurship as a way to exert some control over their own circumstances and achieve success on their own terms.

Further, personal values; Individuals with an external LoC may be motivated to start a business if it aligns with their personal values or goals. For example, they may be motivated to venture into a business that makes a positive impact on the world or that allows them to be their own boss. Risk tolerance; Individuals with an external LoC may be more tolerant of risk and more willing to take on the challenges of running a business. They may see the potential rewards of entrepreneurship as worth the risks involved. It is however, important to note that these are just a few potential explanations and that the nexus between LoC and entrepreneurial motivation is complex and may vary from person to person.

### **Hypothesis Three: There is no significant main effect of entrepreneurial self-efficacy on entrepreneurial motivation among small-scale business owners**

As revealed in table 4.2 ( $F_{(2; 45)}=1.27$ ;  $p > 0.05$ , partial eta-squared=0.05), the main effect of entrepreneurial self-efficacy on entrepreneurs' motivation in business was not significant. As a result, hypothesis 3 was not rejected. This suggests that entrepreneurial motivation was not significantly impacted by ESe. In summary, no statistical difference was found in the entrepreneurial motivation of participant who demonstrated a high/moderate/low ESe. In other words, ESe did not significantly influence participants' entrepreneurial motivation in business.

There is paucity of study to substantiate this assertion as past researchers (highlighted in the following paragraphs) have pointed to the role played by ESe in influencing the motivation of entrepreneurs. There could be many factors that contribute to this outcome, including the specific sample of the participants that was studied, the methods and measures utilized to assess ESe on entrepreneurial motivation, and the specific context the study was carried out. By implication, it is imperative to understand that research findings can vary and the nexus between ESe and entrepreneurial motivation may not be the same in all contexts or for all individuals.

A justification for the result obtained in this study, may be because the percentage of participants who indicated low entrepreneurial self-efficacy (1.7%) might be too low to make the necessary comparison. Another cause of this may be that beyond the efficacy level, the need to survive in the face of bogus financial and satisfaction demands is enough reason to be motivated. Some business owners especially in developing and underdeveloped nations venture into entrepreneurship basically on their need to survive. As noted by Schoar (2010), necessity entrepreneurs may not possess all of the major entrepreneurial qualities. The findings could indicate that small-scale business owners who partook in the study are largely of the necessity orientation. In addition, it is reasonable to say that those who own their own businesses are incredibly motivated to succeed because entrepreneurs might have actually mortgaged their future and poured blood, sweat, and tears into the business. Halak et al., (2015) indicated that entrepreneurs' motivational drive is fuelled by a vast stake in their personal future and not necessarily by some personality traits.

However, not possessing entrepreneurial traits and belonging to necessity orientation may account for the daunting rate of failed businesses recorded.

Research had been conducted on self-efficacy and several aspects of entrepreneurship such as intentions and attitudes (Williams, 2010; Krueger et al., 2011) and on the face value, it is one of the most researched traits of entrepreneurs. However, very little has been done on its application to entrepreneurial motivation as such, this study has successfully examined the moderating effect of ESe on entrepreneurial motivation.

A finding that negates the result of hypothesis three is that of Zhao and colleagues (2010) which showed that people are motivated to be entrepreneurs because possess high ESe. Additionally, Fitzsimmons and Douglas (2011), discovered a statistically significant relationship between ESe and entrepreneurship behaviour; a result which is contradictory to this present study. Findings by (Carr and Sequeira, 2007; Fitzsimmons and Douglas 2011; Zhao et al. 2012; Sieger and Minola, 2017) also negates this finding.

**Hypothesis. Four: There is no significant two-way interaction effect of training and locus of control on entrepreneurial motivation among small-scale business owners**

It was indicated in table 4.2 that the interaction effect of training and locus of control on entrepreneurs' motivation in business was not significant ( $F_{(2; 45)}=3.01$ ;  $p>0.05$ , partial eta-squared=0.12). As a result, hypothesis 4 was not rejected. The implication is that training and ESe did not affect entrepreneurs' motivation in business. Thus, being internal or external did not significantly influence the differences observed in the entrepreneurial motivation of the study participants across the training groups. The possible justification for this is that participants across the groups irrespective of whether they are internal or external LoC benefitted maximally from the training.

Wei, Ren and Di (2015) in research conducted to ascertain the effect of LoC on psychological empowerment revealed that psychological training truncates the mediating role of LoC on motivation in relation to performance. In essence, LoC had no significant impact on motivation in relation to performance when psychological empowerment is at play. This result supports the study's finding that the efficacy of



training on participants' entrepreneurial motivation was not moderated by LoC. The applicability and workability of goal-setting training knows no bound in the field of entrepreneurship. Essentially, irrespective of personality attributes of entrepreneurs among other variables known to have influenced entrepreneurial behaviour over the years, goal-setting had proven to be an effective tool in several areas of entrepreneurship. Jeffrey (2020) noted that a goal-setting training program can develop skills and strategies needed to improve various aspects of lives.

There is enormous research supporting GST's efficacy in business contexts (a context it originated from) as well as its efficacy on other field of human endeavour. For example, GST has been widely used in high-level athletes (Orlick and Partington, 1988) and has been shown to be effective in sporting contexts (Kyllo and Landers, 1995). Further on the general acceptability of goal-setting to various field. Healy, Tincknell-Smith, and Ntoumanis (2018) applied goal-setting to sport performance.

Coburn (1990) investigated the link between LoC and GST method as well as the main influences of LoC on GST method. It was shown that respondents within the internal orientation gained more from the training. However, this study's result does not align with this as it was shown in table 4.2.1 that LoC does not moderate the effect on training on entrepreneurial motivation. Perceived justifications for these are as highlighted below

It is possible that there is no interaction effect because the relationship between training, locus of control, and entrepreneurial motivation is complex and may vary depending on a number of factors, including the specific training and the individual's personal characteristics and goals. There are a few potential reasons why there may not be a mediating effect of training and LoC on entrepreneurial motivation. Firstly, individual differences; the impact of training on entrepreneurial motivation may vary depending the personal characteristics of an individual, such as their level of ESe or their risk tolerance. These characteristics could be more significant in determining an individual's entrepreneurial motivation than their LoC or the training they have received.

Secondly, contextual factors may account for this assertion. The efficacy of the training could vary contingent on the quality of the training materials, the expertise of the trainers, and the support provided to participants. The content of the training may

also be important in determining its impact on entrepreneurial motivation. Some training programs may be more effective at increasing entrepreneurial motivation than others, depending on the specific skills and knowledge they impart. This nexus between the training, LoC, and entrepreneurial motivation is probably complex and may not be adequately described by a straightforward interaction effect. To fully comprehend the various components that contribute to entrepreneurial motivation and the potential interactions between them, more research is required.

**Hypothesis Five: There is no significant two-way interaction effect of training and entrepreneurial self-efficacy on entrepreneurial motivation among small-scale business owners**

The interaction effect of training and entrepreneurial self-efficacy on entrepreneurs' motivation in business was not significant ( $F_{(2; 45)}=0.66$ ;  $p>0.05$ , partial eta-squared=0.03) as revealed in the table (4.2). Thus, the researcher did not reject hypothesis 5. Thus, being high/moderate/low did not significantly play a role in differences observed in the entrepreneurial motivation of the study participants across the training groups. The possible justification for this finding is that participants with high, moderate and low entrepreneurial self-efficacy benefitted maximally from goal setting and relational intelligence groups without significant differences.

The findings buttress many empirical results that support the effectiveness of psychological training to support entrepreneurial activities and address its menace or challenges across various settings and situations. Lawson (1997) links achievement, goals and motivation in the theory of hierarchy of goals. In entrepreneurship, the applicability and workability of goal-setting training knows no bound. Irrespective of personality attributes of entrepreneurs among other variables known to have influenced entrepreneurial behaviour over the years, goal-setting had proven to be an effective tool in several areas of entrepreneurship. Since RIT is a subsidiary of EIT, it is not amusing that its potency is established irrespective of an entrepreneur's traits.

There are several potential causes for this outcome. It is possible that the participants did not find the training to be pertinent to their current levels of self-efficacy or that the training programme did not particularly address the development of ESe. Additionally, it is likely that the analysis overlooked some factors that might have an impact on an individual's entrepreneurial motivation, or that the sample size or

measuring methods used were insufficiently sensitive to identify an interaction effect. Overall, even while a lack of a substantial interaction effect may deviate from the norm, it nevertheless offers essential data that might direct future study and programme development.

**Hypothesis Six: There is no significant two-way interaction effect of locus of control and entrepreneurial self-efficacy on entrepreneurial motivation among small-scale business owners**

The interaction effect of entrepreneurial self-efficacy and locus of control on entrepreneurs' motivation in business was insignificant ( $F_{(1, 45)}=1.76$ ;  $p>0.05$ , partial eta-squared=0.04) as revealed in table 4.2. Therefore, the researcher did not reject hypothesis 6. This finding proved that the entrepreneurial motivation of high/moderate/low ESe participants who possess either internal or external LoC was not statistically different. By implication, all small-scale business owners who partook in the training had increase in entrepreneurial motivation regardless of their indications in ESe and LoC.

This result contradicts the results of the preceding study. According to Zhao and colleagues' study, people are inspired to start their own businesses if they possess a high degree of ESe—the conviction that they can succeed in this capacity. Additionally, their findings confirmed that, for three of the four antecedent elements, ESe plays a crucial mediating role in entrepreneurial aspirations. Further evidence supporting the idea that self-efficacy affects the nature of entrepreneurial motivation was discovered by Wilson et al. (2007) and Zhao et al. (2010). These results suggest that young entrepreneurs with good intellectual abilities, high levels of enthusiasm, and confidence in their capacity to finish tasks will have high ESe, which will influence their intention to launch and sustain their own business. In a survey study with entrepreneurs from various backgrounds, Morgenroth (2015) arrived at the conclusion that the biggest fraction of entrepreneurial motivation may be attributed to high ESe.

However, a number of variables could explain the findings of this study, including the characteristics of the population studied, the methods and metrics used, and the unique context in which the study was conducted. These variables could also account for the lack of significant two-way interaction effects of ESe and LoC on

entrepreneurial motivation. It is critical to keep in mind that research findings may vary and that not all situations or individuals will experience the same relationship between these variables.

**Hypothesis Seven: There is no significant three-way interaction effect of training, entrepreneurial self-efficacy and locus of control on entrepreneurial motivation among small-scale business owners**

It was indicated in the table (4.2) the interaction effect of training, entrepreneurial self-efficacy and locus of control on entrepreneurs' motivation in business was insignificant ( $F_{(1; 57)} = 2.97$ ;  $p > 0.05$ , partial eta-squared=0.06). As a result, the researcher fails to reject hypothesis 7. This indicates that training, ESe and LoC did not affect entrepreneurs' motivation in business. In other words, ESe and LoC did not significantly affect entrepreneurial motivation across the training groups (i.e., goal-setting and relational intelligence training groups).

Providing a specific reason as to why the interaction effect of training, ESe and LoC on entrepreneurial motivation among small-scale business owners did not occur in this research may be an arduous task as there could be many factors that contribute to this outcome, including the specific sample of small-scale business owners that was studied, the methods and measures used to assess ESe, LoC, and entrepreneurial motivation. Further, research result varies and the relationship between these variables may not be the same in all contexts or for all individuals. Another possible justification for this is that participants benefited maximally irrespective of the fact that they are internal/external LOC or high/moderate/low ESe. In essence, the effect of training in fostering entrepreneurial motivation among the participants was not affected by ESe and LoC. This could be due to the interaction effect of ESe and LoC, which was not significant in enhancing entrepreneurial motivation. Other reasons could be because of the sample size chosen as well as entrepreneurs desire to succeed in a bid to survive.

This result reinforced many empirical findings that support both the training especially that of goal-setting to address the needs and challenges of small-scale business owners. As espoused in literature, goal-setting was identified as applicable to a wide array of disciplines. Bornman and Murphy (2006) had asserted its effectiveness in disability and rehabilitation irrespective of a person personality trait. Further, its

efficacy was also demonstrated in another area by Kingston and Wilson (2008) stating that goal-setting training truncate an athlete personality deficiency.

Kerr and Landauer (2004) noted that goal-setting is an important aspect of organisational behaviour that requires the development of strategies to motivate personnel within the organisation and help in achievement of stated goals. According to Jeffrey (2020), a goal-setting training program can develop the skills and strategies needed to improve various aspects of human life. And so, it is not surprising to see its effectiveness in enhancing entrepreneurial motivation regardless ESe and LoC as moderators.

Finally, while it is feasible that training, ESe, and LoC have a significant three-way interaction effect on the entrepreneurial motivation of small business owners', it is also not out of place that there is no interaction effect. The interaction between these variables is intricate and subject to change depending on a variety of variables, such as the particular training and the aims and goals of the participants. The justification for this however may be rooted in the uniqueness of individuals who participated in the training. The impact of training on entrepreneurial motivation may vary depending on an individual's personal characteristics, such as their level of risk tolerance or their values and goals.

**Hypothesis Eight: There is no significant main effect of training on organisational success among small-scale business owners**

**Table 4.6: Presents the analysis of covariance (ANCOVA) results on organisational success by training, entrepreneurial self-efficacy and locus of control**

Source	Type III Sum of Squares	Df	Mean <sup>2</sup>	F	Sig.	Partial eta-squared
Corrected Model	26237.365	12	2186.447	7.343	0.000	0.662
Intercept	10751.637	1	10751.637	36.109	0.000	0.445
Pre_OS	9506.366	1	9506.366	31.927	0.000	0.415
Training	16191.344	2	8095.672	27.189	0.000*	0.547
Ese	465.013	2	232.507	0.781	0.464	0.034
LoC	951.558	1	951.558	3.196	0.081	0.066
Training x ESe	173.756	2	86.878	0.202	0.748	0.013
Training x LoC	3025.970	2	1512.985	5.081	0.010*	0.184
ESe x LoC	232.665	1	232.665	0.781	0.381	0.017
Training x ESe x LoC	88.325	1	88.325	0.287	0.589	0.007
Error	13398.980	45	297.755			
Total	1028174.000	58				
Corrected Total	39636.345	57				

R<sup>2</sup> = 0.66 (Adj. R<sup>2</sup> = 0.57), \* implies p < 0.05

It was highlighted in the above table (table 4.6) that the main effect of training on entrepreneurs' organisational success in business was not insignificant ( $F_{(2; 45)}=27.19$ ;  $p<0.05$ , partial eta-squared=0.55). The effect size of 55.0% was equally revealed in the table. This indicates that the training significant main effect accounted for 55.0% of the overall 57.0% variation observed (Adjusted R2 = 0.57) in entrepreneurs' post-organisational success in business. As a result, hypothesis 8 was rejected. The estimated marginal means of the training groups were calculated in order to investigate the magnitude of the statistically significant effect across training groups. The result is also displayed in the table above (4.3.2).

**Table 4.7: Post-organisational success by training and control group (estimated marginal means calculation)**

Training	$\bar{x}$	SE	95% CI	
			Lower Bound	Upper Bound
Relational Intelligence Group (RIG)	157.27	6.12	144.96	169.59
Goal Setting Group (GSG)	141.45	5.04	131.29	151.61
Control Group (CG)	103.84	4.36	95.08	112.60



Table 4.7 revealed that entrepreneurs in the Relational Intelligence Group (RIG) training group 1 had highest adjusted mean score in their post-organisational success in business ( $\bar{x} = 157.27$ ) followed by those in the Goal Setting Group (GSG) training group 2 ( $\bar{x} = 141.45$ ) and the Control Group (CG) ( $\bar{x} = 103.84$ ). RIG > GSG > CG is a representation of this order. The Bonferroni post-hoc test was performed across the groups to establish which group was responsible for this statistically significant effect of training on entrepreneurs' organisational success in business. This was revealed in the estimated marginal means table above (4.3.3).

**Table 4.8: Post-organisational success by training and control group (result of bonferroni post-hoc analysis)**

(I) Training	(J) Training	MD (I-J)	Sig.
Relational Intelligence Group (RIG)	Goal Setting (GSG)	15.82	0.162
	Control Group (CG)	53.43*	0.000*
Goal Setting Group (GSG)	Relational Intelligence Group (RIG)	-15.82	0.162
	Control Group (CG)	37.61*	0.000*
Control Group (CG)	Relational Intelligence Group (RIG)	-53.43*	0.000*
	Goal Setting Group (GSG)	-37.61*	0.000*

\* Denotes  $p < 0.05$  (at significant level)

Indicated in the table above (4.8) is that the post-organisational success of entrepreneurs in the Relational Intelligence Group was not significantly different from those in the Goal Setting Group (MD = 15.82;  $p > 0.16$ ). However, there was a statistically significant difference between the entrepreneurs in the goal-setting group and those in the control group in terms of post-organisational success mean scores (MD = 53.43;  $p < 0.05$ ). This suggests that, in terms of entrepreneurs' post-organisational success in business, the significant difference seen in the ANCOVA outcome was just not because of the differences between training groups (RIT and GST), but rather when compared to the Control group.

The significant main effect of training in fostering organisational success among small-scale business owners was indicated in the result. This revealed that the differences in the mean scores of organisational successes among small-scale business owners exposed to Goal-Setting Training (GST) and Relational Intelligence Training (RIT) in contrast to the control group was significant. Therefore, hypothesis eight was rejected. Going by this, inference was made that training significantly foster organisational success among small-scale business owners. The implication of this is that both GST and RIT were effective in fostering organisational success among small-scale business owners of the study participants.

Similar to reasons noted in support of the effectiveness of the training on entrepreneurial motivation, these differences can be explained in relation to the effectiveness of the therapeutic packages which is also attributable to the manner of the utilization of principles and methodology on which the packages are grounded such as aims and objectives, homework, review, discussion, and questions adopted in the manual delivery. It is also possible that training participants on goal-setting has provided a realistic method by which business performance can be measured. In essence, an owner who highlighted a number of goals is expected to consider the achievement of those goals as a basis for organisational success.

Additionally, based on the training uniqueness, these training programmes are expected to have an effect of varying degrees in fostering organisational success. For GST, the notion that the training allows participants set goals and adjudged their performance based on the set objective is a point to note. In essence, the probability that small-scale business owners who participated in the study initially had a means of measuring their performance is extremely low. One surprising aspect however, is that

RIT had an edge in effectiveness against GST as participants in the RIT benefited better than those in the GST group. This is surprising because, unlike GST that had been previously adopted in application to a number of entrepreneurship domain, RIT is a relatively new training but the reason for its effectiveness cannot be farfetched as it also has components of requirements (marketing skill, communication skill, interpersonal connection, etc.) needed for boosting a firm performance. Further, an owner whose relational skill enables him to gain more customers is more likely to constantly recruit loyal ones who are ready to not only patronize but refer other people to the business. The result pointed that the training intervention was effective and therefore, attests to the fact that organisational success among small-scale business owners can be enhanced, fostered and improved upon with the use of these training packages.

According to Terpstra and Rozell (1994), GST is a crucial method for enhancing organisational performance, and previous research had revealed that employee performance and productivity is increased with the availability of goal-setting. As a result, increased organisational performance will result from high levels of employee performance due to effective goal-setting. He also discovered in comprehensive longitudinal research that goal-setting improves individual efficiency as well as performance in the business world. According to the authors, goal-setting program will likely affect organisational performance positively. Similarly, as evident in the works of Locke and Latham (2002); organisational performance in a mechanical factory of 200 casual workers slightly increased when the managers' goals are communicated to the employees. Lingesiya (2012) in analysis of result stated that goal-setting increases the chance of success among business by 78%.

The experiment conducted by Locke and Latham in 2002 added more proof to the effectiveness of goal-setting. Truck drivers in this study were able to raise the quantity of wood they carried onto their trucks from roughly 60% to 90% of the legally permissible weight after receiving training on effective goal-setting procedures. In just nine months, the business was able to greatly increase production and thus save over a quarter - million dollars by instructing the drivers on how to set and work toward attainable goals (Fried and Haynes Slowik, 2004). Additionally, research suggests that aligning high-level goals (such as those at the divisional or organisational level) with lower-level goals (such as those set for individual employees) can increase the

likelihood of success (Kramer et al., 2013). This means that organisations are more likely to achieve what they set out to do.

To further back the finding, Bipp and Kleingeld (2011) revealed that individuals would be more risk-seeking in potentially dangerous situations if they are given high financial targets rather than simply told to do their best. In prior research, 40,000 individuals from at least eight different nations participated in over 100 different activities in laboratory, simulation, and field settings. It was found that setting clear, challenging goals is likely to increase output on these tasks (Locke and Latham, 2002). According to empirical research, goals may significantly affect a person's ability to take risks (Larrick et al., 2009). West et al. (2009) also founded in a survey that incorporates several businesses, that 54% of successful organisations have an effective goal structure. The research indicated that the more organized goals are, the higher the likelihood of success. Similar to this, more than 400 research have examined the connection between task performance and goal qualities, concluding that productivity is a function of goal complexity (Locke and Latham, 2011). This demonstrated that workers assume more risk when the goal is more challenging.

Having established support for the effectiveness of GST in the study, emotional intelligence includes set of abilities that include self-awareness, empathy, understanding others' perspectives, emotional and cognitive acuity, the ability to empathize with people, and the capacity to manage emotions which are also all subset of relational intelligence. As a result of scarcity of information on the effect of relational intelligence training on entrepreneurial motivation, this study examined the areas of emotional intelligence that are similar to relational skills as well as core components of relational intelligences. Going by the impact of EI on different walks of life, it is safe to assume that RIT will be more potent since it incorporates components of EI with the addition of guiding individuals to interact with their environment effectively. According to Cross and Travaglione (2003), having some human qualities and personal qualities, such as emotional intelligence, is necessary for success in addition to having creative ideas and intellectual abilities. Perel (2019) noted that individuals with strong emotional intelligence inevitably possess relational intelligence. She views relational intelligence as a subsidiary of EI.

In further support, successful entrepreneurs have been noted to possess high levels of EI, according to Cross and Travaglione (2003), as reflected by their capacity

to use emotions in problem solving and day-to-day working. Another study showed that entrepreneurs with higher EI have stronger emotional control and, as a result, show more successful self-leadership (D'Intino et al., 2007). According to a study, managers with high self-awareness and interpersonal skills have a higher EI, enhancing their innovativeness and effectiveness (Yuvaraj and Srivastava, 2007). Another research discovered that the excellent performance of urban school principals was related to higher social and emotional intelligence (Williams, 2007).

For justification on RIT being more effective than GST in this study, it is possible that relational intelligence training may have had an edge over goal setting training in improving organisational performance for a number of reasons. It is crucial to remember that there are many variables, including the particular training programmes, the organisational context, and the individual participants, that might affect how these types of training connect to the success of an organisation. Some potential reasons why relational intelligence training may have had an edge over goal setting training in improving organisational success includes; the role of relationships in organisational performance: Successful organisations often have strong, good relationships with their clients, suppliers, and other stakeholders (Gino and Pierce, 2009). Relational intelligence training can help individuals to build and maintain these relationships, which can contribute to improved organisational performance. Secondly, the importance of communication skills; effective communication is crucial for building and maintaining positive relationships and for achieving organisational goals (Barker and Barker, 2012). Relational intelligence training can help individuals to improve their communication skills, which can be beneficial for organisational performance.

**Hypothesis Nine: There is no significant main effect of locus of control on organisational success among small-scale business owners**

Table 4.6 showed that the main effect of locus of control on entrepreneurs' organisational success was insignificant ( $F_{(1; 45)} = 3.19; p > 0.05$ , partial eta-squared=0.07). Therefore, the researcher fails to reject hypothesis 9. In essence, locus of control did not affect entrepreneurs' organisational success in business. Participants who displayed either an internal or external LoC were essentially similar to one another in the result. In other words, LoC did not significantly influence participants' entrepreneurial motivation in business. There is paucity of studies to

substantiate this assertion as past researchers (highlighted in the following paragraphs) have pointed to the role played by locus of control in enhancing business success. A likely cause could be rooted in the sample size selected (a larger sample size might have yielded a different result) as well the imbalance in the numbers of participant who were internal and external (77.6% as against 22% external).

Another cause of this may be that beyond the perception of control around events surrounding the entrepreneur, the need to survive in the face of bogus financial and satisfaction demands is enough reason to continue to strive for success. Some business owners especially in developing and underdeveloped nations venture into entrepreneurship basically on their need to survive without possessing the required personality traits. They are likely to also stay motivated based on the necessity to survive. As noted by Schoar (2010) as well as Kerr, Kerr and Tina (2017), necessity entrepreneurs may not possess some of the major entrepreneurial qualities, the findings could indicate that small-scale business owners who partook in the study are largely of the necessity orientation.

According to Chen and Silverthorne (2008), internal LoC improved job performance and response of 209 Certified Public Accountant samples, which is in contradiction to the findings of this study. 800 workers from a national financial company in the United States were the subject of a 2009 study by Ng and Butts. It was revealed that internal LoC for each employee has modulated the favourable impact of performance rewards as well as the desire to stay with the company, making the effect stronger when there is one.

Crider's theory supports the findings of other researchers, stating that internal LoC individuals possess qualities such as a strong work ethic, high initiative, a tendency to seek problem-solving opportunities, and a desire to think effectively in order to succeed. There is a larger possibility of entrepreneurial success when these traits are present. Furthermore, a study revealed that those who have an internal LoC are more willing to take the risk of establishing a firm (Gürol and Atsan, 2006). Successful entrepreneurs frequently attributed their success to the wise choices they made (indicating internal LoC) as opposed to outside influences like fate or luck, according to a meta-analysis (Gaddam, 2008). In the same report, 49% of entrepreneurs believed that internal locus of control assist individuals in establishing social networks to gain knowledge useful to their businesses. Individuals will make business ideas a

reality in the future if they accumulate and handle all of the information they have collected.

**Hypothesis Ten: There is no significant main effect of entrepreneurial self-efficacy on organisational success among small-scale business owners**

The main effect of entrepreneurial self-efficacy on entrepreneurs' organisational success in business was insignificant, according to Table 4.6 ( $F_{(2, 45)}=0.78$ ;  $p>0.05$ , partial eta-squared=0.03). Therefore, hypothesis 10 was not rejected. This implies that ESe did not affect entrepreneurs' organisational success. This means that ESe had no effect on organisational success. In essence, there was no discernible difference between small business owners with high, moderate, or low ESe in terms of their entrepreneurial motivation. Participants with high/moderate/low ESe had an increase in organisational success almost at similar level after the training. The reason behind this may be rooted in the effectiveness of the training packages. Another justification for this might be because only 1 (one) participant representing 1.7% score low in the ESe instrument – this might have not allowed for a balanced comparison.

This research contradicts the findings of previous studies, such as Stajkovic and Fred (1998) and Judge et al. (2007). This finding is also at odds with research by Hmieleski (2008), which found that high self-efficacy enhances the effect of sales growth improvised by an entrepreneur. Miao et al (2017) similarly found a positive relationship between the self-efficacy of the founding entrepreneur venture performance.

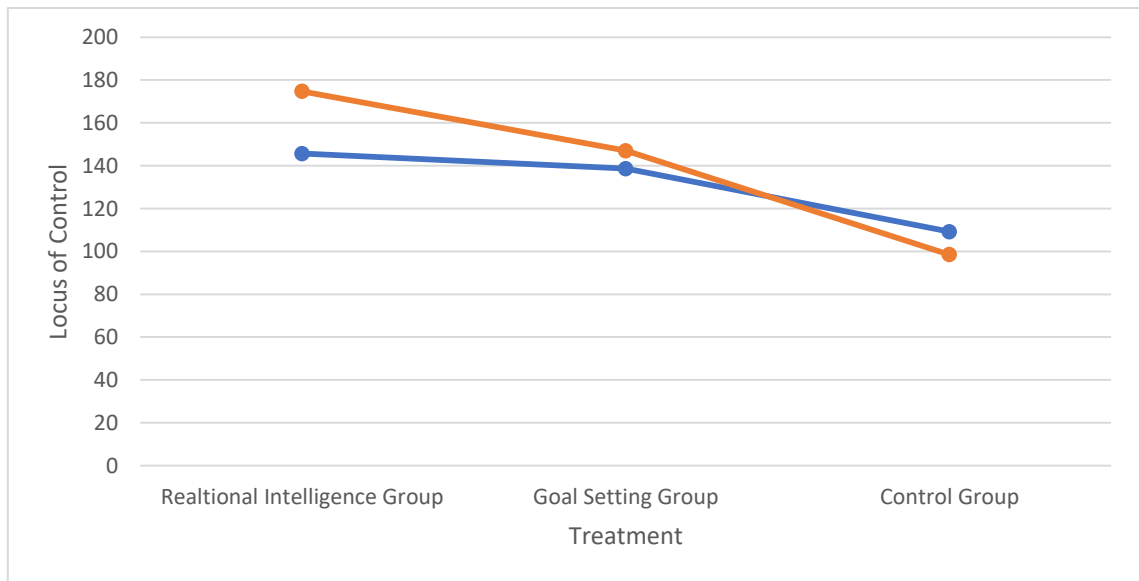
The justification for this study's result however, may be that ESe alone may not have a substantial impact on organisational success, as seen by the lack of a significant main effect of ESe on organisational success among small business owners. In other words, other elements that determine organisational success may be more significant or may interact with ESe.

**Hypothesis Eleven: There is no significant two-way interaction effect of training and locus of control on organisational success among small-scale business owners**

In the table above (4.6), it was indicated that the interaction between training and locus of control on entrepreneurs' organisational success was not insignificant ( $F_{(2, 45)}=5.08$ ;  $p<0.05$ , partial eta-squared=0.18). Therefore, the researcher rejected hypothesis 11. This suggests that with the effect size of 18%, training and locus of



control had an effect on organisational success of entrepreneurs. Analysis shows that the interaction impact of training and locus of control accounts for an 18.0% variation in entrepreneurs' organisational success in business. As a result, theory 8 was disproved. This implies that the success of an entrepreneur's business is influenced by their training and LoC. Figure 4.4 depicts the interaction as a line graph to investigate the interaction effect.



**Figure 4.1: Interaction as a line graph to investigate the interaction effect**

In essence, LoC moderated the effect of the training in fostering organisational success among small-scale business owners. The finding was in line with the study of Sundjoto (2017), which reinforced the assertion that organisational training and the internal LoC significantly affect performance. This was also supported by Welter, and Scrimshire (2021) reporting a study designed to evaluate the effects of LoC on goal-setting behaviour of managers. It was revealed that LoC as a personality trait of managers moderates the effectiveness of the training. For RIT, it is not worrisome that research linking it to locus of control is scarce; this is due to the recency of the variable. This research has however, successfully explored literature on RI, provided a linkage between RI and other variables and concluded that although locus of control might have moderated the training effect, RIT is an effective tool in enhancing organisational success among small-scale business owners.

This may be justified by the fact that people's perceptions of their degree of control over the workplace influence the actions they take that may, in turn, have an impact on how well they perform at work. It is also possible that there may be an interaction effect of training and LoC on organisational success among small-scale business owners because there are many variables that can affect how these components interact, including the particular training programmes, the organisational context, and the personal traits and objectives of the individual business owners.

**Hypothesis Twelve: There is no significant two-way interaction effect of training and entrepreneurial self-efficacy on organisational success among small-scale business owners**

Table 4.6 revealed that the interaction effect of training and entrepreneurial self-efficacy on entrepreneurs' organisational success in business was insignificant ( $F_{(2; 45)}=0.20$ ;  $p>0.05$ , partial eta-squared=0.01). As a result, the researcher fails to reject hypothesis. This indicates that there is no discernible difference in small business owners' organisational success among training groups in terms of their entrepreneurial self-efficacy. Because of this, it cannot be concluded that differences in the organisational success of the study participants across the training groups were significantly influenced by high, moderate, or low entrepreneurial self-efficacy. In other words, both goal-setting and relational intelligence training were found effective for fostering organisational success of participants who demonstrated internal and external locus of control.

Gibson's (2001) study disproved this, showing that goal-setting training had a beneficial impact on nurses' ESe and effectiveness as well as the linkages between training and ensuing self-efficacy and effectiveness. The connection between training and efficiency was further influenced by initial self-efficacy, with nurses with lower starting self-efficacy benefiting more from training compared to those with higher initial self-efficacy. Collective cognition and behavioural plasticity may help explain these differences between individual and team levels and suggest areas for future research. Further, Gardner et al. (2016) executed a training programme with 127 third-year medical students and discovered that while all groups considerably improved their performance following the training, the group given learning goals linked to their personality factors experienced a considerable rise.

Since RIT is relatively new to research, components of EI will be explored because of its similarities with relational intelligence. In the hopes that RIT will produce results similar to those of EI, the link between ESe and EI was investigated. Nevertheless, this study has successfully explored the concept of relational intelligence and established its relationship with other variables. It was revealed that there is a linkage between ESe and EI.

The possible justification for the finding of this research is that participants with high, moderate and low self-efficacy benefitted maximally from both goal setting and relational intelligence groups without significant differences. Wei, Ren, and Di's (2015) investigation into the moderating role of personality characteristic on psychological empowerment supported the findings of this study by indicating that psychological training blunts the benefits of attributes in improving organisational performance. This absence of a significant interaction effect may possibly be due to a number of other factors, such as the particular training programme or organisational success metrics utilised, the sample size or characteristics of the small-business owners, or other variables that may have affected the results.

**Hypothesis Thirteen: There is no significant two-way interaction effect of locus of control and entrepreneurial self-efficacy on organisational success among small-scale business owners**

Table 4.6 revealed that the effect of interaction between LoC and ESe of entrepreneur on organisational success ( $F_{(1; 45)}=0.78$ ;  $p>0.05$ , partial eta-squared=0.02) was insignificant. Hence, the researcher fails to reject hypothesis 13. By implication, LoC and ESe had no effect (interaction) on entrepreneurs' organisational success. This result demonstrated that there was no discernible difference between participants with high, moderate, or low ESe who had either an internal or external LoC in terms of their organisational success. By implication, regardless of their signals in ESe and locus of control, all study participants experienced an improvement in organisational success.

The results of past investigations are contradicted by this study in terms of similarities with another research. For instance, the study by Liu et al. (2010) showed that the connection between leadership and performance and satisfaction is mediated by the leader's self-efficacy. The investigation of Niu (2010) revealed a link between work dedication and self-efficacy. Higher self-efficacy professionals in this study had a strong commitment to their work. In order to better understand how to increase worker productivity in Nigerian industrial settings, Olusola (2011) also looked into how self-efficacy, intrinsic motivation, and job satisfaction affected the performance of industrial workers. A worker's level of self-efficacy, internal motivation, and satisfaction with their job all have an impact on how well they perform at work, according to the study's findings.

The effectiveness of supervisory mentoring is influenced by an employee's level of self-efficacy, according to research from Pan et al. (2011). The discrepancies are further supported by König, et al.'s (2010) identification of two important interaction effects: the more unstable the job, the less impact the work LoC and perceived communication had on the relationship between job insecurity and performance. Additionally, Liu et al. (2010) found that a leader's self-efficacy modifies the connection between employee performance, leadership, and satisfaction. This lack of a significant interaction effect may be explained by the precise LoC and ESe measures that were utilised, the sample size or small-business owner demographics, or other variables that may have influenced the results.

**Hypothesis Fourteen: There is no significant three-way interaction effect of training, locus of control and entrepreneurial self-efficacy on organisational success among small-scale business owners**

It was revealed in the table (4.6) that the effect (interaction) of training, LoC and ESe to organisational success ( $F_{(1; 45)}=0.29$ ;  $p > 0.05$ , partial eta-squared=0.01) was insignificant. As a result, the researcher fails to reject hypothesis 14. This indicates that when combined, training, ESe and LoC had no effect on entrepreneurs' organisational success.

According to the findings, there is no difference statistically between the organisational success of participants throughout training groups, regardless of whether they have internal or external LoC or a high, moderate, or low level of ESe. In essence, LoC and ESe did not affect organisational success across the training groups (i.e., goal-setting and relational intelligence training groups) significantly. The possible justification for this is that participants benefited maximally irrespective of the fact that they are internal/external LOC or high/moderate/low entrepreneurial self-efficacy.

The likely justification for this can be the effectiveness of the training delivery, the manual, and the methodology adopted, which enabled participants to gain a lot from the program irrespective of the fact that they are internal/external LOC or high/moderate/low entrepreneurial self-efficacy. As effective as goal-setting in literature, RIT had an edge against it in terms of effectiveness. Although, a relatively new variable, it has been lauded by Perel (2019) to be effective in boosting interpersonal relationships, communication and marketing skills.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter presents the summary, conclusions, and recommendations of the study. The key themes of this chapter are the summary, conclusions, implications, recommendations, knowledge contributions, suggestions for additional research and study limitations.

#### **5.1 Summary**

The study was executed to examine the effect of goal-setting and relational intelligence training in fostering entrepreneurial motivation and organisational success among small-scale business owners in Ibadan. Having tested the hypotheses formulated, the findings is stated as below:

1. The main effect of training on entrepreneurial motivation among small-scale business owners was significant.
2. There was significant main effect of LoC on entrepreneurial motivation among the study participants.
3. The main effect of ESe on entrepreneurial motivation among the study participants was not significant.
4. The two-way interaction effect of training and LoC on entrepreneurial motivation among the study participants was not significant.
5. The two-way interaction effect of training and ESe on entrepreneurial motivation among the study participants was not significant.
6. The two-way interaction effect of ESe and LoC on entrepreneurial motivation among the study participants was not significant.
7. The three-way interaction effect of training, LoC, and ESe on entrepreneurial motivation among the study participants was not significant.

8. The main effect of training on organisational success among small-scale business owners was significant.
9. The main effect of LoC on organisational success among the study participants was not significant.
10. The main effect of ESe on organisational success among the study participants was not significant.
11. The two-way interaction effect of training and LoC on organisational success among the study participants was significant.
12. The two-way interaction effect of training and ESe on organisational success among the study participants was not significant.
13. The two-way interaction effect of ESe and LoC on organisational success among the study participants was not significant.
14. The three-way interaction effect of training, LoC, and ESe on organisational success among the study participants was not significant.

## **5.2 Conclusion**

In order to enhance entrepreneurial motivation and organisational success among small business owners, the study examined the efficacy of goal-setting and relational intelligence training. The moderating variables examined were LoC and ESe. In order to do this, the participants had training in goal-setting and relational intelligence, and data were gathered, processed and analysed using suitable statistical methods. Using the research's findings as a foundation, the following conclusions were reached.

Goal-setting and relational intelligence training (RIT) effectively fostered the sampled participants' entrepreneurial motivation and organisational success. While the two-training indicated effectiveness, RIT was more potent than GST in promoting entrepreneurial motivation and organisational success. The implication is that although, adequate implementation of these training to boost entrepreneurial motivation and organisational success may yield similar results, RIT will yield better result.

Findings in this research revealed that the main effects of training on the dependent variables were not insignificant. Entrepreneurs in relational intelligence training had the highest adjusted mean score followed by those in the goal-setting and



the control groups on the two dependent variables. The main effect of LoC on the primary dependent variable (entrepreneurial motivation) was not insignificant but not significant on organisational success. The entrepreneurs with external LoC had higher adjusted mean than those with internal. The main effects of ESe on the dependent variables were not significant. The two-way interaction effect of training and LoC on organisational success was significant, in favour of participants with internal LoC in RIT group, but insignificant on entrepreneurial motivation. The two-way interaction effects of training and ESe, as well as the two-way interaction effects of LoC and ESe were insignificant on the dependent variables. The three-way interaction effects were not significant on both dependent variables.

### **5.3 Implications of the Study**

The study implies that goal-setting and relational intelligence training effectively fostered entrepreneurial motivation and organisational success among small-scale business owners in Ibadan, Nigeria. The findings in this research therefore have vast implications for small-scale business owners, business related associations, researchers, personnel psychologists, human resource managers, government, and other relevant stakeholders who may be interested in boosting the chances of success of small-scale business owners considering their role in strengthening the nation's economy. The exploration of the research's findings will form the foundation for subsequent investigations.

This study will serve as a torchbearer, paving the way for future research endeavours that seek to explore the effectiveness of various psychological training interventions in the development and enhancement of entrepreneurial activities.

Giving the efficacy of the two training (goal-setting and relational intelligence) in the study, personnel psychologists and small-scale business owners can utilise the interventions adopted in the study to enhance entrepreneurial motivation and organisational success.

Entrepreneurship is germane to the well-being of any nation, as such, the importance of carrying out research works on the activities of entrepreneurs, especially from the extraction of small-scale business owners cannot be underplayed. In the present situation in Nigeria and the world in general, it is not doubtful that small-scale

business owners are confronted with enormous challenges that can reduce their motivation to engage or sustain entrepreneurial activities- this in turn affects the performance of their ventures. This study has proven that goal-setting and relational intelligence training foster entrepreneurial motivation and organisational success among small-scale business owners. The implication of this is that entrepreneurs can confidently utilize the training adopted in the study for their progress.

This research has brought to the forefront the significant benefits of training, particularly in the realm of psycho-related training, for business-related associations. By examining the impact of goal setting and relational intelligence training on entrepreneurial motivation and organizational success among small-scale business owners in Ibadan, Nigeria, this study has shed light on the importance of providing psychological guidance and support to association members.

The findings of this research highlight the potential advantages that business-related associations can gain by incorporating training programs that focus on psychological aspects, such as goal setting and relational intelligence. It has demonstrated that equipping association members with the necessary psychological tools and skills can have a positive influence on their motivation, decision-making abilities, relationship-building capabilities, and overall business success.

This study holds immense potential to complement and build upon current efforts aimed at ensuring the progress and success of small-scale firms, while specifically addressing the unique challenges faced by business owners in this sector.

Personnel psychologists and human resource managers will greatly benefit from the findings of this study. It will serve as a powerful reminder of the importance of looking beyond conventional means when it comes to solving the challenges faced by entrepreneurs. The study highlights the need to incorporate psychological methods and interventions into the existing repertoire of helping procedures designed to improve the probability of success among business owners.

This study effectively addresses the scepticism raised by government agencies and other relevant stakeholders regarding the effectiveness of psychological training in the realm of entrepreneurship. This study provides concrete evidence that psychological training holds great promise for entrepreneurs and therefore puts to rest

any doubts or question marks surrounding the value and effectiveness of psychological training interventions in the affairs of entrepreneurs.

### **5.6 Limitations of the Study**

This research demonstrated the effectiveness of goal-setting and relational intelligence training at enhancing entrepreneurial motivation and organisational success among small-scale business owners in Ibadan, Nigeria. Notwithstanding, in the course of the work, a number of limitations were encountered. These were discussed in this section.

A limited number of fifty-eight (58) participants drafted for this study may not be enough to make generalization on the population. Logistics limitations were responsible for the small number of participants selected for this study. Although a larger number could have achieved a better and more generalisable result, this limitation has not in any way affected the quality of findings.

The research participants were time-conscious due to the nature of their profession, which put the researcher under time constraint. The researcher was unable to cover other local government areas which could have possibly widened the scope of the study. Additionally, while quantitative research is well sufficient for this work, a mixed method design would have likely provided more data.

The moderating variables selected for the study were LoC and ESe. However, there were other variables (organismic and environmental) which could also affect the outcome of the training. The training also focused on small-scale business owners who can read and write leaving out the other section of business owners. All these limitations, as earlier stated, did not disapprove the findings of this study as it was conducted in total compliance with the acceptable research ethic and design approved for the study.

### **5.4 Recommendations**

On the basis of the study's findings, the below recommendations were made:

1. This research recommends that personnel psychologists and HRs should focus more attention on the activities of small-scale business owners by carrying out periodic research on different entrepreneurial menace.

2. Business-related associations, Corporate Affairs Commission, amongst other relevant organisations should explore the effectiveness of psychological means, especially the already proven training in this study to improve entrepreneurial motivation and organisational success among small-scale business owners.
3. Entrepreneurs should be exposed to psychological training especially goal-setting and relational intelligence whose efficacy was established in this study to enhance entrepreneurial motivation and performance of their enterprise.
4. More research is required on how to provide psycho-education training to the untrained and semi - skilled workers hired by entrepreneurs so they can contribute more favourably to the growth of the business.
5. The Nigerian government must implement new policy directives that are supportive of entrepreneurship. Further, government and relevant stakeholders should endeavour to gainfully engage small-scale business owners and offer training to entrepreneurs.
6. Based on the observations revealed in this study, where a significant number of small-scale business owners were found to have tertiary education, it is strongly recommended to advocate for the inclusion of entrepreneurial education as a compulsory subject in the Senior Secondary Certificate Examination (SSCE) curriculum. This recommendation is based on the recognition that entrepreneurial skills and knowledge are essential for the success and sustainability of small-scale businesses.
7. Further researches could use ideas relating to goal-setting and relational intelligence training from this study.

### **5.5 Contributions to Knowledge**

The beauty of any research work lies in what it can contribute to the expansion of knowledge. As such, this study has contributed in the following ways:

1. The potency of goal-setting and relational intelligence training in fostering entrepreneurial motivation and organisational success was established.
2. The exploration of relational intelligence as an effective tool in fostering entrepreneurial motivation and organisational success. Before now, relational intelligence is a relatively new term which needed to be applied to different aspect of entrepreneurship.

3. The literature reviewed on entrepreneurial motivation, organisational success, LoC, ESe and the relationship between goal-setting and relational intelligence training have provided valuable information to researchers on various challenges faced by small-scale business owners.
4. The research has provided rich and novel information to personnel psychologists on the importance of psychological training.
5. By reconciling the existing gap between theory and practice, the research has filled a void on how to enhance the performance of small-scale enterprises as previous studies were more speculative and theoretical. This present study has successfully experimented psychological methods as an efficient tool for improving entrepreneurial outcomes.
6. The outcomes of this research will be used as a resource for other researchers, it also provided empirical data to assist personnel psychologists and other stakeholders in the entrepreneurial sector. The study brought awareness to small-scale business owners, professional associations and other relevant stakeholders that entrepreneurship is a field with enormous challenges that can be minimised through psychological methods.

### **5.7 Suggestions for Further Studies**

One basic characteristic of research is its cyclical nature, as such, research has no end. The effect of goal-setting and relational intelligence training in fostering entrepreneurial motivation and organisational success among small-scale business owners in Ibadan, Nigeria was examined. In lieu of this, the researcher would welcome the replication of this study elsewhere. This will help validate and establish the outcome of this research.

Three local government areas in Ibadan were the only LGAs included in this study, therefore, the researcher suggests further expanding the scope to include larger samples from the State and, if possible, other States in Nigeria.

An increase in sample size and expansion of psychological interventions beyond the ones captured in the study should be explored to broaden the number of available evidence-based interventions for such purpose.

Future studies should strive to include participants who may have limited or no literacy skills.

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## APPENDIX I

### TRAINING PACKAGES

#### **EXPERIMENTAL GROUP 1: GOAL-SETTING TRAINING (GST) FOR FOSTERING ENTREPRENEURIAL MOTIVATION AND ORGANISATIONAL SUCCESS AMONG SMALL-SCALE BUSINESS OWNERS**

#### **TRAINING PROCEDURES**

One of the most important aspects of motivation is the capacity to create goals and strive towards reaching them. Training in goal-setting can help team leaders, managers, and senior executives. Entrepreneurs can set definite and practical goals for both themselves and business team by learning the approach of effective goal-setting. The training package for this experimental group is goal-setting training. There was a pretest administration before the training package post-test administration and a post-test administration after the whole training has been carried out. The training was divided into nine (9) outlines over a period of nine (9) weeks with each session lasting for 60 minutes.

#### **TRAINING GOALS**

The training programme intended to provide an overall better approach to goal-setting and a greater understanding of the importance of goals. At the end of the training, the participants were expected to have taken control over their goals and proffer ways of attaining the goals set.

#### **SESSION ONE**

##### **Topic: General Orientation and Administration of Baseline Data**

**Aims achieved:** When the session was over, the researcher was able to:

- Establish rapport
- Set the ground rules
- Discuss the benefits of participating in the group
- Obtain baseline data from the participants

## **ACTIVITIES:**

### **STEP 1: Establishment of Rapport**

The researcher warmly introduced himself to the participants and created a friendly and accommodating atmosphere. He asked them to introduce themselves and talk to other participants for 3 minutes. This enabled participants to become familiarized with one another.

### **STEP 2: Setting of Ground Rules**

To ensure orderliness and strict adherence to the outline of the training package, the researcher facilitated the setting of rules and regulations that guided the conduct of the participants throughout the training period. Some of the ground rules are:

- It is expected that all electronic devices (GSM) be on silence during the training period
- Punctuality will be appreciated
- Good time management on the part of the trainer
- All ideas will be welcomed as long as they relate with what is being taught and contributions will be appreciated
- No side discussion that can distract the training
- Participants will be informed that they will be having 8 weeks of intensive training lasting an hour for each session
- Group work, role play, and assignments are equally as important as the teaching
- The researcher explained why the training is put in place and the benefits attached at the end of the programme.

### **STEP 3: Benefits of Participating in the Training**

By taking part in this course, participants were able to enjoy the following benefits –

- The following advantages were available to participants who took this course:
- Curing procrastinating and performance inefficiencies through enhanced time management and goal-setting abilities

- Becoming more content with their profession as they approach achievement milestones
- Enhanced employee engagement, creating a more fulfilling work environment
- Enhanced employee engagement, creating a more satisfying work environment
- Personal and professional development;
- Enhanced delegation abilities, task scheduling, and organisational techniques
- Enhanced employee engagement, creating a more fulfilling work environment

#### **STEP 4: Administration of Questionnaires**

After instructions have been passed on how to fill the questionnaire, the researcher with the help of the research assistants distributed the questionnaires and retrieved it accordingly.

#### **STEP 5: Home-work and Daily Assessment**

Group discussion was conducted to explain what participants have gained during the session. Participants discussed their expectations as regards goal-setting training. The session closed with the announcement of the next meeting date. The researcher admonished participants to be present throughout the training course.

### **SESSION TWO**

**Topic: Introduction to motivation**

**Objective: The participants were able to:**

- describe motivation,
- comprehend the idea of entrepreneurial motivation,
- and recognise the significance of motivation in entrepreneurship by the end of the session.



### **Schedule of instruction**

- i. The participants were warmly welcomed
- ii. The researcher reviewed the assignment given to the participants
- iii. The researcher explained the concept of motivation, importance and its impact on small-scale businesses

The researcher elucidated on the following sub sections:

### **What is motivation**

Motivation is the driving force behind goal-oriented behaviours and actions. It can come from various sources, including biological, emotional, social, and cognitive factors. Motivation not only initiates behaviours, but it also guides and maintains them. For example, a person may drink water to quench their thirst or read a book to gain knowledge. These actions are motivated by a desire to fulfil a specific need or achieve a particular goal.

It is indeed vital to remember that motivation encompasses both the elements that cause behaviours to occur and the elements that guide and sustain these behaviours. These underlying motivations, however, are frequently difficult to see immediately and must be inferred from observed behaviour. In other words, we can observe what someone is doing, but we may not always know why they are doing it. Understanding motivation can help us better understand the actions and behaviours of others and can also help us motivate ourselves and others to achieve our goals.

### **Forms of motivation**

Different types of motivation are frequently described as being either extrinsic or intrinsic:

- **Extrinsic motivations** arise from outside of the individual and often involve rewards such as trophies, money, social recognition, or praise.
- **Intrinsic motivations** arise from within the individual, such as starting an enterprise purely for the personal gratification of solving a problem.

Understanding the numerous motivations that can affect a participant's behaviour and performance is crucial for a researcher when working with volunteers. Extrinsic and intrinsic motivation are two of the most prevalent types. Extrinsic motivation describes outside forces that drive behaviour, such as rewards or

acknowledgement. For instance, receiving a reward or money after finishing a task may drive a study participant to complete it. Social approval or praise from subordinates or peers are further instances of extrinsic motivators.

In contrary, intrinsic motivation is driven by a person's own interests or wants and comes from within. A drive for personal development, a perception of challenge or achievement, or a sincere interest in the task at hand can all serve as intrinsic motivational factors. A participant in a study, for instance, might be intrinsically driven to finish a task if they find it intriguing or because they like the feeling of success that comes from accomplishing it.

**Note:** While planning studies or experiments, it is crucial for researchers to have a thorough understanding of these various motivations because they can have a big impact on participant behaviour and performance. Offering extrinsic rewards, for instance, may boost engagement rates but deplete individuals' inner motivation. Yet, encouraging intrinsic motivation through demanding or personally meaningful activities can boost engagement and result in long-term behavioural change. Researchers may better design training that engage participants and motivate them in a way that supports their aims and interests by taking into account the different types of motivation. This will ultimately lead to more precise and meaningful results.

**The researcher explained what entrepreneurial motivation means:** An individual's metamorphosis into a prosperous businessperson with the ability to recognise and create chances for wealth and economic progress is driven by entrepreneurial motivation. It alludes to the elements that motivate and encourage business owners to work towards their objectives. Entrepreneurship motivation refers to the process that starts and feeds an entrepreneur's desire to exert additional effort in order to accomplish their business goals.

Entrepreneurial motivation is the inner drive or forces that affect an entrepreneur's voluntary behaviours as a business owner in terms of their intensity, direction, and persistence. In other words, a driven entrepreneur would be prepared to put in a lot of effort (intensity) for an extended length of time (persistence) in order to achieve a particular objective (direction). This drive and determination are what sets successful entrepreneurs apart and allows them to overcome challenges and achieve success in their ventures.

## **Importance and its impact on small-scale businesses**

The researcher highlighted some of the importance of motivation in an organisation:

**Effective resource utilization:** all firm must effectively utilise its resources to succeed, and motivation is crucial to achieving this aim. In order to complete particular tasks, goals, and objectives, human resources must be activated and directed by a driving force known as motivation. Without the requisite human effort to operate and manage them, physical resources like equipment, machinery, and technology are useless in a commercial setting. Hence, utilising resources to their fullest potential requires having motivated staff. They have the abilities, know-how, and expertise needed to increase output, cut waste, and guarantee resource use. In addition to influencing employee behaviour, which is crucial for the efficient use of resources, motivation is also important. Employees who are highly motivated are driven to give their best efforts, taking responsibility for their work, and making sure it is finished to best of their abilities. They actively want to develop their abilities and expertise, and they are proactive in spotting opportunities for progress. As a response, they are more inclined to be enthusiastic about their work, dedicated to the company, and willing to help it succeed.

Also, motivated workers are more inclined to accept innovation and change, which are critical for efficient resource management in a fast-paced company environment. They can respond to changes at work and are open to new concepts, methods, and technologies. This makes it possible for the business to seize new opportunities, tackle new problems, and keep a step ahead of its competitors.

**Higher employee efficiency:** Motivation is closely linked to efficiency. Motivated employees put in their maximum effort to achieve organisational goals. Motivation improves work performance by bridging the gap between the ability and willingness to work. Employees who are motivated seem to be more likely to work efficiently and productive at work. This is so because motivation serves as a link between an employee's capacity for work and their desire to do it. Without motivation, an employee may lack the inclination to complete a task to the greatest extent possible even if they possess the necessary skills and expertise. This void is filled by

motivation, which gives workers the drive and vigour they need to execute their tasks to the best of their potential.

Also, motivated workers frequently have a favourable outlook on their jobs. Their increased likelihood of commitment and engagement at work may translate into greater levels of productivity. As a result, businesses with highly motivated staff members have a higher chance of achieving their objectives and goals quickly and effectively. Motivation can result in higher productivity as well as decreased manufacturing costs. This is due to the fact that motivated workers are more inclined to perform more efficiently, looking for methods to streamline procedures and eliminate waste. Motivated workers can find opportunities for improvement and execute modifications that lower production costs through being proactive and accepting responsibility of their job.

**Positive industrial relations:** Positive workplace connections between employees and employers are greatly influenced by motivation. Employee motivation fosters positivism and energy in the workplace, which could also improve interactions between staff members and management. It is more likely that employers and employees will have cordial and encouraging connections in a setting that has a high level of employee motivation. Motivation fosters a sense of belonging and teamwork by creating an atmosphere in which employees are more willing to interact with their peers and management.

Each business that wants to succeed must have good employee relations because they reduce the likelihood of labour disputes. Employees are less likely to participate in dispute with management or their co-workers when they are motivated and engaged. This is as a result of their sense of value and support from their employers and co-workers. Moreover, incentive can contribute to the development of mutual confidence and trust among employers and employees. Employees are more inclined to think their employers have their best interests in mind when they feel motivated. This could lead to a more upbeat and effective workplace where staff members are dedicated to attaining the organisation's goals.

**Improved organisational image:** An organisation's reputation may benefit from motivation. Employee productivity typically increases when they are sufficiently motivated. Highly motivated workers make an effort to maintain a disciplined and

productive workplace, which can benefit the company when dealing with customers and other stakeholders.

**High morale and satisfaction:** Motivation increases employee morale. A high level of motivation can lead to high morale. Highly motivated employees will experience higher satisfaction, which can in turn lead to higher efficiency. Highly motivated workers are probably going to perform better, increasing production and efficiency. Several elements, such as the employees' commitment, involvement, and focus, might be blamed for this rise in productivity. When workers feel motivated, they are more inclined to go above and beyond to meet their objectives, which increases output and improves the standard of work.

**Reduced labour turnover and absenteeism:** Employees are more likely to be on time and stick to a regular schedule when they are happy with their work. Employees who are highly driven are not only effective but also demonstrate a strong devotion to their company, rising levels of dedication and loyalty. These workers frequently exhibit greater sincerity and a desire to work for extended lengths of time, which can help to reduce absenteeism and turnover. They probably take pride in their achievements and have a good attitude towards their profession. These staff members are more inclined to be invested in their work and to stay with the company over the long run.

Because loyal and committed workers are less inclined to miss work or leave the company, there may be a decrease in labour absenteeism and turnover rates. As a result, the company will benefit by having a more stable staff and save money on hiring and training expenses.

**Achievement of organisational goals:** In order to influence employee behaviour and direct their efforts towards achieving organisational goals, motivation is a key aspect. Because they are more inclined to believe in the success of the company, highly motivated employees are typically more dedicated and cooperative in accomplishing these goals. A variety of strategies, such as a rewarding system that satisfies individual requirements, can be used to motivate people. Organisations can foster a sense of direction and motivate staff to direct their energy towards achieving company goals by offering incentives that are in line with their needs and preferences. As employees are more likely to believe that their contributions are acknowledged and rewarded, this can help to boost employee engagement and commitment. Moreover, motivation can

ensure that the company is on pace to meet its objectives. Employees are much more likely to concentrate their efforts on accomplishing the goals set forth by the business when they are inspired. Employees are more inclined to work effectively to fulfil these goals, which can enhance productivity.

**Introduction of changes in the organisation:** In order to facilitate changes inside a company, motivation can be a key factor. Employee resistance to organisational change might result from worry about how the change will affect their employment. Employees are more likely to adjust to new circumstances more readily, nevertheless, when they are driven and given chances for growth. Highly motivated employees are more receptive to changes and are more likely to support them, especially when the changes are in the interest of the organisation.

Employees who are motivated are more likely to embrace new concepts and developments. Employee motivation increases their comfort level and confidence in their capacity to learn new procedures, technology, and work practises. Employees are more likely to be receptive and cooperative when embracing new methods, which can aid management in implementing changes more successfully. Moreover, motivation can foster a feeling of involvement and ownership among staff members, increasing their sense of commitment in the success of the company. It may be easier for management to execute changes and accomplish its goals if there is a greater employee involvement in decision-making processes.

**Assignment:** The researcher asked participants to list some factors that can motivate a business owner.

**Final Remarks:**

- The participant's cooperation was acknowledged by the researcher.
- The participants were reminded to do their homework
- Participants were informed of the time and venue for the next session

**SESSION THREE**

**Topic: Indicator of success and introduction to Goal-setting**

**Objective: By the end of the session, the participants were able to:**

- Describe what goal-setting is
- Understand why goal-setting is important

- Know how to set the right goals
- Understand the impact and consequences of poor goal-setting on motivation
- Highlight some indicators of success
- Understand the meaning of organisational performance
- Components of organisational performance
- Identify various indicators of success among businesses

### **Schedule**

- i. The participants received a warm welcome
- ii. The researcher went over the participants' homework.
- iii. The researcher talked about the concept of goal-setting, as well as its significance and effects.

The researcher elucidated on the following sub-sections:

### **What is organisational performance**

Organisational performance is a widely used term that is difficult to define. While the concept depends on various unique factors associated with each organisation, the lack of a universal definition makes it challenging for professionals to agree on what organisational performance is. Organisational performance is often associated with concepts such as productivity, efficiency, effectiveness, economy, earning capacity, profitability, competitiveness, etc. Performance is a personal view of reality, which accounts for the many objections to the idea and the metrics used to measure it. Evaluating an organisation's performance in relation to its goals and objectives is called organisational performance. In other words, it entails contrasting actual outcomes with those that were expected.

### **There are three priorities or objectives of performance governance:**

1. Examining performance in relation to the environment in which an organisation operates;
2. connecting performance to internal goals and targets rather than those employed by external organisations; and
3. distilling performance down to useful and recognisable elements.

### **There are several indicators of organisational performance, including:**

- communication effectiveness,
- customer relationships,
- employee satisfaction,
- brand image,
- trust,
- level of customer's satisfaction,
- competency level of employee,
- financial metrics (such as revenue, profit, and ROI), and owner/family satisfaction.

Setting goals is a strong motivator that has been acknowledged for more than 35 years in human endeavour. Setting goals serve as a framework for evaluating our present performance and serve as a representation of the degree of competence we hope to attain. The process of selecting what you desire to achieve and creating a strategy to do it is also known as goal-setting. Setting goals is crucial for business owners in order to stay motivated.

**The importance of goal-setting for businesses cannot be overstated.** It offers a precise course and inspiration to get to a designated location. With the absence of goals, a company is just functioning with no particular results. The knowledge that they are making progress towards a goal gives employees motivation and a reason to put in long hours. Setting goals has various advantages, including the following:

**Providing a roadmap for success:** Goals give a business a roadmap to follow and help ensure that all efforts are focused on achieving specific objectives.

**Improving efficiency and productivity:** Employees can work more productively and efficiently towards achieving goals when clear expectations are established for them.

**Increasing motivation and engagement:** When employees have specific goals to work towards, they are more motivated and engaged in their work.

**Facilitating decision-making:** Establishing goals gives an organisation a clear knowledge of what it is attempting to accomplish, which helps the organisation make better decisions.

**Measuring progress:** Goals provide a way to measure progress and determine whether the business is on track to achieve its objectives.



- i. serve as clear and specific delegations of responsibilities.
- ii. offer more diversity of services and programs by updating and improving old programs and developing new ones.
- iii. identify both individual and organisational strengths and weaknesses.
- iv. allow clarification and/or development of an organisation's mission or philosophy.
- v. direct your efforts in a consistent manner.
- vi. boost success because reaching a goal is a definition of success.
- vii. act as energising and self-motivating factors.

### **Setting the right goals**

The researcher spelt out ways goals can be set right:

- i. Identify current priorities concerning what really matters.
- ii. Identify some actions that could be taken around priorities that would advance an entrepreneur toward his vision.
- iii. Choose 3-5 of these actions for goal-setting.

### **Impact and consequences of poor goal-setting on the motivation of employees**

- Decreased level of Efficiency/Productivity
- Uncooperative attitude
- Low morale and low job satisfaction
- Organisational cynicism
- Lack of connectedness with the organisation etc.

### **Headline introduction to goal-setting processes**

Determining what needs to be achieved and creating a plan to get there is an essential aspect of any business. For entrepreneurs, effective goal-setting is crucial for making progress. Some steps to ensure efficient goal-setting include: choosing achievable goals, being specific in your goals, regularly checking progress, setting aside time to work on your goals early in the day, recognizing that progress is equivalent to results, and visualizing success. Ensuring that these steps are followed can help entrepreneurs set and achieve their goals more effectively.

Participants were required to write down goals relevant to their life ambitions as a homework assignment, along with a deadline for when they should be completed.

**Closing Remarks:**

- The researcher commended the participants for their cooperation
- The participants were reminded to do their homework
- and told when and where the next session will take place.

**SESSION FOUR**

**Topic: Elucidate on SMART goals**

**Aims:** the participants were expected to:

- Understand the acronym of SMART
- Explain the workability of SMART model in setting business goals

**Schedule:**

- The researcher pleasantly welcomed the participants,
- went through the offered assignment with them,
- and clearly described the SMART model of goal-setting.

**What are SMART goals**

SMART goals provide clear and specific directions towards intended outcomes, with a focus on who is taking action to reach an agreed-upon end. Within the framework of a goal statement, individual objectives are written out with a system of measurement to track progress towards achievement. A SMART goal is:

**Specific:** It is crucial to utilise strong action verbs and precise descriptions to create clarity when developing clear and effective goals. This implies that you should specify exactly what must be done and why it is crucial. In doing so, you ought to include clear objective statements that address the who, what, and why issues.

The details of each of these components are broken down as follows:

**Who:** Determine the people or groups in charge of completing the task. This could apply to you, your co-workers, or other stakeholders.

**What:** Clearly state what must be done in order to accomplish the objective. In order for everyone involved to know exactly what is expected of them, this should be clear and doable.

**Why:** Describe the motivation behind the objective and why it is significant. This might entail describing the advantages of reaching the goal as well as any possible negative effects of failing to do so.

An objective statement that includes all of these components would resemble the following: "With the use of a focused social media campaign, the marketing team will boost website traffic by 20% over the course of the upcoming quarter. Collaboration with the social media team and ongoing progress monitoring will be required for this to be effective in boosting brand recognition and boosting sales."

You can formulate clear, doable goals that have a higher chance of success by dissecting the who, what, and why issues in this manner. This style of goal-setting can also aid in bringing team members together around a single goal and fostering a sense of unity and purpose.

**Measurable:** Establish concrete criteria for measuring progress towards the goal and determine a metric to track efforts, set target dates, and share updates. Measurable goal statements should answer the question of how or how much. It is crucial to select a metric when setting goals so that you can monitor your advancement. This could be a qualitative metric like staff engagement or brand perception, or it could be a quantitative metric like sales income, website traffic, or customer satisfaction. The metric you select must be in line with your ultimate objective and be something you can consistently track over time.

It is crucial to specify target dates for completing your goal after selecting a measure. This will give you a specific deadline to work towards and will keep you accountable and focused. Your target dates should be exact, doable, and ambitious enough to encourage you to put in a lot of effort and advance.

You should also establish exact standards for measuring success in order to make sure you are moving closer to your goal. This entails dividing your objective into more manageable steps that you can monitor over time. A target of 5% sales growth every quarter might be established, for instance, if your objective is to raise sales revenue by

20%. In this manner, you may continuously assess how close you are to achieving your objective and make any adjustments.

It is crucial to give frequent updates so that your progress can be monitored effectively. This can keep you and your team engaged and help you find any aspects where you might be lacking. In addition to a description of your progress so far and an assessment of what's functioning well and what can be improved, updates should be precise, data-driven, and specific.

It is crucial to answer issues connected to "how" or "how much" in measurable goal statements. This entails being detailed about the methods you'll employ to accomplish your goal as well as how you'll gauge your success in doing so. A measurable goal statement would sound something like this: "a feedback system and track scores weekly to improve consumer satisfaction by 10 percent on average by the end of our months." This goal includes a precise indicator (consumer satisfaction ratings), an end-of-quarter deadline, and a detailed tracking strategy (using a new feedback system and tracking scores on a weekly basis).

A clear, objective, and measurable roadmap for success can be made by creating measurable, explicit goals, specifying target dates, giving frequent updates, and resolving how- or how-much-related questions. By creating goals in this way, you can stay on top of your priorities, move closer to your objectives, and succeed in the end.

**Attainable:** When establishing goals, it is crucial to set targets that are difficult yet attainable, based on a well-thought-out strategy that has the support of all parties involved. The secret is to make sure that the objectives are challenging enough to spur teamwork and advancement while remaining reachable given the available resources.

All parties must be involved in the planning process in order to accomplish this. This will make it easier to spot potential obstacles, come up with solutions for them, and make sure that everyone is focused on the same goal. Also, involving every team member helps boost motivation and create buy-in for the objectives.

Consideration of the advantages of achieving the objectives is a further crucial stage. The benefits that will result from meeting the goals, for the team and the company as a whole, can be helpfully identified. As a result, the team may be able to gain momentum, spark enthusiasm, and foster a sense of shared dedication and purpose.

It is critical to take into account both immediate and long-term gains while considering the advantages of achieving the goals. While long-term benefits offer a more comprehensive understanding of the significance of the objectives, short-term gains can offer instant successes that keep the workforce motivated and energised.

**Realistic:** In order to succeed, choosing the correct aim is an essential first step. It is crucial to choose a goal that is relevant to your current situation and takes into account your available time, skills, and resources. You can improve your chances of success while reducing unnecessary stress and frustration by choosing a goal that is in line with your resources and talents.

It is crucial to hold yourself and your team to high standards if you want to make sure your goal can be accomplished. This entails stretching the limits of what you think is possible and forcing yourself to go beyond your comfort zone. Setting high standards will help you perform at higher levels and reach your full potential.

Setting goals requires approaching it with a brave perspective. This entails accepting difficulties and setbacks as chances for development and education. A fearless mindset enables you to follow your goals with confidence and commitment, even in the face of adversity, as opposed to being immobilised by the dread of failure.

It is crucial to keep your attention on your objective and your commitment to it. To do this, a clear plan of action must be developed, the objective must be divided into smaller, manageable tasks, and momentum must be kept up. You may stay on course and accomplish your goals by focusing on the end goal and refusing to let obstacles derail you.

**Time-bound:** Set a specific time frame to guide progress and ensure regular evaluation towards the target. Timely goals are more likely to be achieved with a definite end date and should answer the question of when. A clear time frame or schedule for reaching the goal must be established in order to guarantee that objectives are accomplished. You can keep focused and on track by creating a clear timeline, which also offers frequent opportunity for monitoring and evaluation.

The schedule should have a clear end date that creates a sense of urgency and focus, be explicit, and be feasible. A clear timeline can serve to inspire and motivate team members in addition to giving structure and focus. Team members can be inspired to

strive towards the shared objective and succeed together by setting realistic deadlines and creating a sense of accountability.

Setting timely goals also makes it possible for regular evaluation and feedback. Team members can monitor progress and make any required adjustments to ensure that the target is accomplished on schedule and with the intended level of quality by breaking the goal down into smaller, more manageable milestones.

It is crucial to keep in mind that timely goals should answer the "when" question and offer a specific deadline for completing the task. Procrastination can be reduced as a result, and team members will be inspired to act quickly.

### **Classwork**

The researcher gave participants a goal-setting worksheet to fill and assessed their level of progress in understanding the SMART goal-setting. This took a bit of time as participants were asked to examine themselves and their aspirations before filling the worksheet critically.

### **Assignment**

The researcher asked the participants to state a goal that is achievable within two days using the SMART method. In the next class, the researcher asked participants how fast they achieve the goal and how happy they are achieving it.

### **Final Remarks**

- The participants were complimented by the researcher for their cooperation and attention;
- reminded to complete their homework;

## **SESSION FIVE**

### **Topic: Discuss the principles of Goal-setting**

#### **Objectives:**

#### **Participants were welcomed pleasantly, and after concluding the session:**

- They were asked to identify the principles of goal-setting

#### **Activities;**

- The researcher discussed the assignment provided with the participants;

- The researcher clearly described the principles of goal-setting

**Principles of Goal-setting:** Setting goals is a key step for success in entrepreneurship. Entrepreneurs may establish their vision, assess progress, and accomplish their desired outcomes by setting clear and explicit goals. One of the fundamental elements of goal-setting is clarity. Entrepreneurs can specify the requisite actions, measurement methods, and success identification by developing precise and well-defined goals. This can make sure that everyone working towards the goal is aware of what is expected of them and how their progress will be evaluated.

A clear objective for an entrepreneur, for instance, may be to introduce a brand-new product by June 1. This goal gives the team a clear aim to work towards and is specific, measurable, and time-bound. An unclear objective, though, might be to "increase sales."

The lack of detail in this aim makes it unclear what must be done in order to get the desired result. Clear objectives are essential for monitoring development and gauging success. Entrepreneurs can monitor their success and make necessary modifications by creating clear goals and assessment procedures. This can assist the team keep on task and focused, as well as aid identify any problems or hurdles that need to be overcome.

In conclusion, the notion of goal-setting clarity is crucial for entrepreneurship. Entrepreneurs can define the essential steps, measurement processes, and success criteria by creating clear and defined goals. Clear objectives provide the team a target to strive towards, which makes it easier to assess success and gauge progress. Clear objectives in entrepreneurship include things like launching a new product on a certain date or hitting a certain revenue target by year end.

### **Challenge**

Setting goals that are suitably difficult in entrepreneurship is essential for inspiring people and enhancing task performance. According to research, setting goals that are difficult but nevertheless feasible inspires accomplishment and boosts motivation. Goals that are overly simple, on the other hand, might actually deplete motivation and impair work performance.

An entrepreneur could find it difficult to introduce a brand-new product that disrupts the market and brings in a sizable amount of money within the first year.

Although challenging, this objective is still doable, and it may serve as motivation for the team to put in extra effort and stretch their capabilities. A simple objective, however, may be to merely maintain existing sales levels, which doesn't inspire the team to aim further.

While too challenging goals might feel overwhelming and demotivating, too easy goals can leave team members feeling unchallenged and uninspired. When goals are set at an acceptable level of challenge, which is midway between easy and difficult, the highest amount of motivation is obtained. For instance, a business owner looking to grow would set the difficult objective of building a new location in a nearby city. Yet, the objective can be too challenging and could result in frustration and a lack of motivation if they lack the tools or expertise required to achieve it. In this situation, increasing online sales by a specified percentage during a given timeframe might be a more suitable objective.

### **Commitment**

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An entrepreneur could find it difficult to introduce a brand-new product that disrupts the market and brings in a sizable amount of money within the first year. Although challenging, this objective is still doable, and it may serve as motivation for the team to put in extra effort and stretch their capabilities. A simple objective, however, may be to merely maintain existing sales levels, which doesn't inspire the team to aim further.

To achieve the right level of challenge, careful balancing is necessary while setting challenging goals. While too challenging goals might feel overwhelming and demotivating, too easy goals can leave team members feeling unchallenged and uninspired. When goals are set at an acceptable level of challenge, which is midway between easy and difficult, the highest amount of motivation is obtained.



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## **Feedback**

In business, keeping an eye on results is essential to reaching objectives. It can be quite motivating for people to know that they are making progress and that their efforts are on the right track. Regularly tracking progress also gives people the chance to change as necessary, ensuring they stay on the right path to reaching their objectives.

A useful feedback loop for a businessperson, for instance, may comprise having weekly reviews to track the accomplishment of sub-goal milestones. This makes it possible to monitor specific progress and make any required adjustments to keep the overall objective within reach. A poor feedback loop, on the other hand, might not include a regular review procedure, which can result in a lack of transparency and possibly lost chances to make the necessary improvements.

To make sure that progress is being made towards a target and to allow for any necessary adjustments, clear and detailed feedback is crucial. Without this input, people may find it challenging to gauge the success of their efforts, and progress could stall.

For instance, a business owner seeking to boost sales would aim to quadruple their revenue over the course of the following year. In this situation, a good feedback loop may entail reviewing sales on a daily or monthly basis, determining which products are selling well as well as which ones are not, and making the appropriate adjustments to marketing plans or product offers as necessary. By conducting regular reviews, it is possible to make sure that the goal is being reached and that changes may be made as soon as necessary.

## **Complexity**

Setting goals is essential to the progress of any business. Setting ambitious but attainable goals will help an entrepreneur stay motivated and increase output.

Increasing sales by 50% in the upcoming year, for instance, can be a difficult aim to achieve, but it is doable with a strong financial plan and execution approach.

An entrepreneur may decide to track indicators like sales statistics, consumer loyalty, and website traffic in order to track progress towards this aim. They can choose a particular deadline for finishing the task, such the end of the upcoming fiscal year, and give stakeholders regular updates on their progress.

Entrepreneurs must keep the complexities of their goals under control to prevent it from adversely affecting motivation, production, and morale. For instance, launching a new product in the next six months may be a difficult aim to achieve, but it is doable with a well-planned development process. Setting a target to introduce five new goods at once, though, can be unnecessarily complicated and result in feelings of anger and overwhelm. Setting overly complex goals can have negative effects on motivation, productivity, and morale. When the complexity of a goal exceeds an individual's skill level, it can become overwhelming and lead to frustration. To avoid this, it is important to set goals that are challenging but achievable, and to allow adequate time to work towards them. This allows for the opportunity to reassess the complexity of the goal and make adjustments as needed. It is also important to ensure that the timeline for the goal is realistic, as this can impact an individual's ability to successfully complete the task.

### **Assignment**

- The researcher asked the participants to give examples of goals related to their business according to the principles guiding goal-setting.

### **Concluding Remarks**

- The participants were complimented by the researcher for their cooperation and attention;
- reminded to complete their homework;

## **SESSION SIX**

### **Topic: Time Management**

**Goal:** By the end of the class, the participants could demonstrate understanding of the fundamentals of time management and were aware of the negative effects of ineffective time management.

## **Schedule**

- The researcher examined the assignment given to the participants,
- discussed the concept of time management,
- and provided advice on how to keep people engaged.
- The participants were also given a warm welcome.

## **Concept of Time Management**

Time is an essential factor, and it moves extremely quickly. Overstaying the allotted time for an assignment depletes motivation. To use time effectively, we need a combination of ideas, routines, abilities, tools, and systems known as time management. It refers to the methods and approaches people use to make the most of their work and the strategies they employ to make the most of their jobs.

## **Importance of Time Management**

One of the most important strategies for lowering stress levels is time management. People can prioritise their duties and do them in the allocated time with the help of a well-thought-out time management system. This guarantees that they won't have to cope with the additional pressure of incomplete work and approaching deadlines, which can result in annoyance and elevated levels of stress. They can thus experience more inner calm and serenity.

Effective time management helps to build a healthy work-life balance as well as reduce stress. People can spend enough time and effort to their career, family, personal lives, and other duties by effectively managing their time. This makes it possible for individuals to balance their personal and professional obligations, which is crucial for overall wellbeing.

Furthermore, increased productivity might result from a successful time management strategy. People can do more things in less time by using their time as effectively and efficiently as possible. In addition to assisting them in reaching their objectives, this also gives them a sense of satisfaction and success, which can further lower stress levels.

**Tips to help manage time better:** the researcher will highlight a few ways to manage time better and stay motivated

- Spend 30 Minutes Planning Your Day

- Take Small but Frequent Breaks
- Block Out Time for Important Tasks
- Minimise Distractions
- It is Okay to Say “No”
- stop multitasking, and
- recognise that you don't have to do everything.

**The participants were given classwork on Time Scheduling:**

- Consider a time log to find out how time is spent. Write down every task, including eating, sleeping, leisure time, and the amount of time it took. Then analyse how you spend your time and where you could have made your time usage more efficient. Finding places where time might have been spent more effectively can be accomplished by reviewing the time log.

Another efficient time management method is to make a detailed list of every item that has to be finished within a week, as well as how much time it will take to complete each work. To accurately estimate the length of time needed, it is vital to factor in all activities, including job, study, exercise, socialising, and commute time. One frequently discovers that they are dedicated to even more tasks than there are actual hours given that there are only 168 hours in a week. Setting priorities is crucial under these circumstances.

Another effective time management technique is to create a daily to-do list and make it a goal to cross everything off. It might also be helpful to keep track of all the things that need to be completed by using a daily or weekly planner. A long-term calendar can also be helpful for keeping track of important events, such as exam schedule, deadlines, and other significant events that call for planning.

**Concluding Remarks**

- Participants were asked to reflect further on the assigned classwork after the researcher thanked them for their cooperation.
- The researcher informed participants of the following session's schedule and location.

## SESSION SEVEN

### Topic: Procrastination and Visualisation

**Objective:** By the end of the session, the participants were able to show an understanding of the disadvantages of procrastination and understand what causes procrastination as well as tools and techniques to overcome mechanical procrastination

### Activity

- The participants were warmly welcomed
- The researcher explained the concept of procrastination and visualization

Just as time management may be used to drive entrepreneurs, procrastination is a key obstacle to managing time well. Procrastination is the thief of time. People sometimes have trouble reaching goals and completing tasks because of procrastination. It frequently arises when people fear, dread or feel anxiety about the essential duty awaiting them. To get rid of this terrible feeling, people postpone. Once the reality of a deadline sets in again, procrastinators feel more intense humiliation and remorse. But for an extreme procrastinator, those unpleasant feelings might be simply another incentive to put the activity off, with the habit evolving into a vicious, self-defeating cycle. Procrastination can significantly impede an entrepreneur's ability to succeed in business. The propensity to put off more critical chores in favour of enjoyable or less urgent ones is known as procrastination. Entrepreneurs could find themselves delaying vital business-related chores, such replying to crucial emails, finishing projects, or scheduling client meetings.

Entrepreneurs may put off resolving difficult circumstances with partners, mending broken equipment, or taking care of domestic or personal matters due to procrastination. Also, business owners may cancel or reschedule crucial medical appointments, which can have a long-term negative influence on their productivity and wellbeing.

Entrepreneurs can use a variety of techniques to combat procrastination, including task prioritisation, project segmentation into small, more manageable pieces, and deadline setting. To guarantee that activities are finished on time, business owners can also assign them to others or hire professionals to do them.

Establishing a reward system, such as rewarding oneself to a favourite food or activity, is another useful technique. To help keep everyone motivated and on track, entrepreneurs can also foster a supportive work atmosphere that promotes open communication, honesty, and integrity among team members. One key technique to inspire procrastinators is by teaching them how to set rewards for each activity they want to finish.

**Causes of procrastination include:**

- Perfectionism
- Fear of failure
- Fear of criticism
- Avoidance
- Low self-esteem
- A tendency to self-defeat
- Depression
- Trouble focusing
- ADHD
  - lingering till the last minute,
  - task avoidance, and resistance to difficulties,
  - detachment with the future self;
  - difficulty establishing goals;
  - decision fatigue

The researcher offered participants several strategies for overcoming procrastination. Visualization is one of the most successful methods that have been developed. In order to increase performance or learn new abilities, visualisation requires imagining or mentally doing a specified activity.

People can become more motivated, focused, and confident by seeing themselves finishing a task or reaching a goal. The ability to mentally practise the

actions required to finish a task or project can help people overcome procrastination because doing so can lower anxiety and give them a greater sense of control.

You can employ visualisation in a variety of situations, such as public speaking, sports, and business. Visualization is a potent technique that businesses may use to accomplish their goals and beat procrastination. Entrepreneurs can improve their motivation and focus while lowering the likelihood of procrastination by envisioning themselves finishing tasks or reaching their goals.

### **Classwork**

The researcher subjected participants to a series of mental work. A worksheet on visualization will be given to them to complete. Participants were asked to ruminate and fill the worksheet, after which extensive discussion were made as regards the content of their worksheet.

### **Concluding Remarks**

- Participants were asked to reflect further on the assigned classwork after the researcher thanked them for their cooperation.
- The researcher informed participants of the following session's schedule and location.

## **SESSION EIGHT**

### **Topic: Managing Outcomes**

**Goal:** Participants should be able to:

- Effectively assess their own and their team's performance;
- Evaluate and modify their approach in light of the outputs;
- Recognize best practises and alternative outcomes.

### **Schedule**

- The researcher evaluated the assignment handed out to the participants and welcomed the individuals kindly.
- The researcher explained the concept key performance indicators

The researcher taught participants on acceptable ways to evaluate their business performance.

Monitoring key performance indicators, or KPIs, which are measurements that show a measurable value and point towards corporate objectives, is crucial for assessing a company's performance. Performance evaluation is essential for determining a company's development and success. In order to do this, actual performance must be compared to intended goals, and business performance must be periodically reviewed.

By monitoring business performance, a company can spot any organisational or financial problems and make the required adjustments to boost productivity and efficiency. Also, it can assist businesses in cost-cutting and enhancing general effectiveness. Performance can be measured in part by a company goals, which can help companies determine whether they are on track to reach their objectives.

### **Develop Key Performance Indicators**

Key performance indicators (KPIs) are important measures that shed light on a company's overall performance. They can come in a variety of shapes, such as financial ratios and statements and other measurements relevant to a given company. KPIs are used to track performance in comparison to specified objectives, which can aid firms in identifying areas for success and those that require improvement.

While establishing KPIs, it is crucial to pick metrics that efficiently measure and analyse something vital to the firm while correctly representing it. This necessitates a thorough comprehension of the company's objectives as well as its particular strengths and shortcomings. Companies can get a clear view of their performance and make choices that promote growth and success by choosing the appropriate KPIs.

The researcher collaborated with the participants to develop pertinent KPIs for each of their respective businesses during the session. This entails determining the business areas that need tracking and choosing performance indicators that may accurately gauge goal-achievement progress. In order to make sure that the requirements are acceptable and attainable, the researcher also offered advice and support. This helped firms create attainable goals and continue on the path to success.

### **Concluding Remarks**



- Participants were urged to think more deeply about the classwork they had been given, and the researcher thanked them for their participation.
- The researcher informed participants of the following session's schedule and location.

## **SESSION NINE**

### **Topic: Review and Post-test**

As a result of the training, the participants were able to:

- Describe the experience based on how they had gained from the different skills they had learnt; and
- Fill the post-test instruments.

### **Schedule**

- The researcher welcomed the participants to the training sessions with a friendly greeting.
- To assess the training's efficacy, the researcher and participants engaged in an interactive session. To make sure the participants grasped the principles being taught, role-playing exercises from earlier sessions were used.
- Participants were given a post-test instrument.
- The participant's cooperation and active engagement throughout the sessions were acknowledged by the researcher.

### **Final Remarks**

- The training program's participants were urged to put their newfound abilities to good use.

# **RELATIONAL INTELLIGENCE TRAINING (RIT): EXPERIMENTAL GROUP 2 FOR FOSTERING ENTREPRENEURIAL MOTIVATION AND ORGANISATIONAL SUCCESS AMONG SMALL-SCALE BUSINESS OWNERS**

## **TRAINING PROCEDURES**

When people have high-functioning relationships, they flourish. There will be more energy, focus, less drama and more joy in an individual's lives, which will result in a better concentration on the job. Team Leaders, Managers or Senior executives can benefit from relational intelligence training. Learning the methodology of successfully managing relationships will give entrepreneurs a less dramatic life. The training package for this experimental group is relational intelligence training. Prior to the training package, a pre-test was administered, and a post-test was administered once the training had been concluded. The training was divided into nine (9) outlines over nine (9) weeks with each session lasting for 60 minutes. According to the belief that the training programme will be more successful when put into practice, role plays and group discussions required two training sessions to ensure its success.

## **TRAINING GOALS**

The training programme was aimed to entrepreneurs receive ample resources to be equipped with raised awareness and options to address own/team's areas of development effectively, sharpen strengths and practice solutions. The participants were supposed to have taken charge of their interpersonal relationships by the end of the programme.

## **SESSION ONE**

### **Topic: General Orientation and Administration of Baseline Data**

**At the conclusion of the session, the researcher was successful in achieving the following goals:**

- The setting of the ground rules
- Establishment of rapport
- Discuss the benefits of participating in the group
- Obtain baseline data from the participants

## **ACTIVITIES:**

### **STEP 1: Establishment of Rapport**

The researcher warmly introduced himself in a friendly and accommodating atmosphere, asking the participants to introduce themselves and talking himself to them and creates a friendly and accommodating atmosphere, asking them to introduce themselves and talk to other participants for 3 minutes. This made it possible for members of the experimental group to become better acquainted with one another. The learners were also asked, if they had any, to describe their most recent training exercise.

### **STEP 2: Setting of Ground Rules**

To ensure orderliness and strict adherence to the outline of the training package, the researcher will facilitate the setting of rules and regulations that will guide the conduct of the participants throughout the training period. Some of the ground rules are:

- It is expected that all electronic devices (GSM) be on silent during the training period
- Punctuality will be appreciated
- Good time management on the part of the trainer
- All ideas will be welcomed as long as they relate to what is being taught and contributions will be appreciated
- No side discussion that can distract the training
- Participants will be informed that they will be having 8 weeks of intensive training lasting an hour for each session
- Group work, role play, and assignments are equally as important as the teaching
- The researcher outlined the benefits associated with the training and the rationale behind its implementation.

### **STEP 3: Benefits of Participating in the Training**

The following advantages were available to participants who took this course:

- Enhanced understanding of self-mastery

- Enhanced empathy
- Understanding other people's perspectives
- Management of one's emotions and that of others that surrounds them
- Better handling of conflicts
- Continued personal development
- Improvement in communication and marketing skills

#### **STEP 4: Administration of Questionnaires**

After instructions have been passed on how to fill the questionnaire, the researcher, with the help of research assistants, distributed the questionnaires and retrieved it accordingly.

#### **STEP 5: Group Discussion and Daily Assessment**

Group discussion was conducted to explain what participants have gained during the session. Participants also discussed their expectations as regards relational intelligence training. Participants were asked to list what they expect from the training, which was submitted at the next training session. The session closed with the announcement of the next meeting date. He admonished participants to be present throughout the training course.

### **SESSION TWO**

#### **Topic: Introduction to motivation and organisational success**

**Goal:** By the conclusion of this session, the participants could:

- i. Describe what motivation is
- ii. Describe key indicators of success among small-scale businesses
- iii. Understand the concept of entrepreneurial motivation
- iv. Know the importance of motivation in entrepreneurship

#### **Activity**

- i. The participants received a cordial welcome.
- ii. The researcher went over the participants' homework.
- iii. The researcher discussed the concept of motivation, its significance, and how it affects small enterprises.

The researcher elucidated the following sub-sections:

### **What is organisational performance**

The phrase "organisational performance" is frequently used yet inadequately defined. It can be difficult for experts to concur over what organisational performance is because the idea depends on a variety of specific features that are specific to each organisation. Concepts like output, productivity, effectiveness, earning potential, income, competitiveness, etc. are frequently linked to organisational performance. Performance is a personal view of reality, which accounts for the many objections to the idea and the metrics used to measure it. Evaluating an organisation's performance in relation to its goals and objectives is called organisational performance. In other words, it entails contrasting actual outcomes with those that were expected.

### **There are three priorities or objectives of performance governance:**

4. Examining performance in relation to the environment in which an organisation operates;
5. connecting performance to internal goals and targets rather than those employed by external organisations; and
6. distilling performance down to useful and recognisable elements.

### **There are several indicators of organisational performance**

Many indicators exist to focus an organisation on critical organisational objectives and drive the organisation forward. Key organisational metrics are more disputed. Many firms will focus on revenue, profit, and growth as "Key" metrics of success. Yet, all three alone are not excellent indicators for gauging organisational performance (what has happened) and will not tell you the complete picture of your company's prospects (what will happen) (what will happen). The following are some of the indicators of organisational success

- effectiveness of communication,
- relationships with customers,
- satisfaction level of employees,
- brand status,
- trust,
- level of customer's satisfaction,

- competency level of employee,
- financial metrics (such as revenue, profit, and ROI), and owner/family satisfaction.

### **What is motivation**

Motivation is the driving force behind goal-oriented behaviours and actions. It can come from various sources, including biological, emotional, social, and cognitive factors. Motivation not only initiates behaviours, but it also guides and maintains them. For example, a person may drink water to quench their thirst or read a book to gain knowledge. These actions are motivated by a desire to fulfil a specific need or achieve a particular goal.

It is indeed vital to remember that motivation encompasses both the elements that cause behaviours to occur and the elements that guide and sustain these behaviours. These underlying motivations, however, are frequently difficult to see immediately and must be inferred from observed behaviour. In other words, we can observe what someone is doing, but we may not always know why they are doing it. Understanding motivation can help us better understand the actions and behaviours of others and can also help us motivate ourselves and others to achieve our goals.

### **Forms of motivation**

Different types of motivation are typically described as being either extrinsic or intrinsic:

- Extrinsic motivations emerge from outside of the individual and generally involve rewards such as trophies, money, social recognition, or praise.
- Intrinsic motivations arise from within the individual, such as beginning an enterprise merely for the personal enjoyment of solving a problem.

Understanding the numerous motivations that can affect a participant's behaviour and performance is crucial for a researcher when working with volunteers. Extrinsic and intrinsic motivation are two of the most prevalent types. Extrinsic motivation describes outside forces that drive behaviour, such as rewards or acknowledgement. For instance, receiving a reward or money after finishing a task may drive a study participant to complete it. Social approval or praise from subordinates or peers are further instances of extrinsic motivators.

In contrary, intrinsic motivation is driven by a person's own interests or wants and comes from within. A drive for personal development, a perception of challenge or achievement, or a sincere interest in the task at hand can all serve as intrinsic motivational factors. A participant in a study, for instance, might be intrinsically driven to finish a task if they find it intriguing or because they like the feeling of success that comes from accomplishing it.

**Note:** While planning studies or experiments, it is crucial for researchers to have a thorough understanding of these various motivations because they can have a big impact on participant behaviour and performance. Offering extrinsic rewards, for instance, may boost engagement rates but deplete individuals' inner motivation. Yet, encouraging intrinsic motivation through demanding or personally meaningful activities can boost engagement and result in long-term behavioural change. Researchers may better design training that engage participants and motivate them in a way that supports their aims and interests by taking into account the different types of motivation. This will ultimately lead to more precise and meaningful results.

**The researcher explained what entrepreneurial motivation means:** An individual's metamorphosis into a prosperous businessperson with the ability to recognise and create chances for wealth and economic progress is driven by entrepreneurial motivation. It alludes to the elements that motivate and encourage business owners to work towards their objectives. Entrepreneurship motivation refers to the process that starts and feeds an entrepreneur's desire to exert additional effort in order to accomplish their business goals.

Entrepreneurial motivation is the inner drive or forces that affect an entrepreneur's voluntary behaviours as a business owner in terms of their intensity, direction, and persistence. In other words, a driven entrepreneur would be prepared to put in a lot of effort (intensity) for an extended length of time (persistence) in order to achieve a particular objective (direction). This drive and determination are what sets successful entrepreneurs apart and allows them to overcome challenges and achieve success in their ventures.

### **Importance and its impact on small-scale businesses**

The researcher highlighted some of the importance of motivation in an organisation:

**Higher Efficiency of Employees:** Motivation is closely tied to the level of efficiency. Motivated personnel put in their full effort to attain organisational goals. All firms must effectively utilise its resources to succeed, and motivation is crucial to achieving this aim. In order to complete particular tasks, goals, and objectives, human resources must be activated and directed by a driving force known as motivation. Without the requisite human effort to operate and manage them, physical resources like equipment, machinery, and technology are useless in a commercial setting. Hence, utilising resources to their fullest potential requires having motivated staff. They have the abilities, know-how, and expertise needed to increase output, cut waste, and guarantee resource use. In addition to influencing employee behaviour, which is crucial for the efficient use of resources, motivation is also important. Employees who are highly motivated are driven to give their best efforts, taking responsibility for their work, and making sure it is finished to best of their abilities. They actively want to develop their abilities and expertise, and they are proactive in spotting opportunities for progress. As a response, they are more inclined to be enthusiastic about their work, dedicated to the company, and willing to help it succeed.

Also, motivated workers are more inclined to accept innovation and change, which are critical for efficient resource management in a fast-paced company environment. They can respond to changes at work and are open to new concepts, methods, and technologies. This makes it possible for the business to seize new opportunities, tackle new problems, and keep a step ahead of its competitors.

**Healthy Industrial Relation:** Motivation is the backbone of successful industrial relations. Motivation fosters cordial and supportive ties between the employer and the employees. Any organisation may increase employee productivity by enhancing their motivation. Employees are more inclined to give their all to accomplish corporate goals when they are motivated. This is as a result of their desire to achieve and sense of ownership over the work they are doing. Employees who are motivated seem to be more likely to work efficiently and productively at work. This is so because motivation serves as a link between an employee's capacity for work and their desire to do it. Without motivation, an employee may lack the inclination to complete a task to the greatest extent possible even if they possess the necessary skills and expertise. This void is filled by motivation, which gives workers the drive and vigour they need to execute their tasks to the best of their potential.



Also, motivated workers frequently have a favourable outlook on their jobs. Their increased likelihood of commitment and engagement at work may translate into greater levels of productivity. As a result, businesses with highly motivated staff members have a higher chance of achieving their objectives and goals quickly and effectively. Motivation can result in higher productivity as well as decreased manufacturing costs. This is due to the fact that motivated workers are more inclined to perform more efficiently, looking for methods to streamline procedures and eliminate waste. Motivated workers can find opportunities for improvement and execute modifications that lower production costs through being proactive and accepting responsibility of their job.

**Healthy Industrial Relation:** Motivation is the backbone of successful industrial relations. Motivation fosters cordial and supportive ties between the employer and the employees. When industrial relation grows better, industrial disputes are lessened. There will be an atmosphere of confidence between the employer and the employees. Positive workplace connections between employees and employers are greatly influenced by motivation. Employee motivation fosters positivism and energy in the workplace, which could also improve interactions between staff members and management. It is more likely that employers and employees will have cordial and encouraging connections in a setting that has a high level of employee motivation. Motivation fosters a sense of belonging and teamwork by creating an atmosphere in which employees are more willing to interact with their peers and management.

Each business that wants to succeed must have good employee relations because they reduce the likelihood of labour disputes. Employees are less likely to participate in dispute with management or their co-workers when they are motivated and engaged. This is as a result of their sense of value and support from their employers and co-workers. Moreover, incentive can contribute to the development of mutual confidence and trust among employers and employees. Employees are more inclined to think their employers have their best interests in mind when they feel motivated. This could lead to a more upbeat and effective workplace where staff members are dedicated to attaining the organisation's goals.

**Improved organisational image:** An organisation's reputation may benefit from motivation. Employee productivity typically increases when they are sufficiently motivated. Highly motivated workers make an effort to maintain a disciplined and

productive workplace, which can benefit the company when dealing with customers and other stakeholders.

**High morale and satisfaction:** Employee morale and job satisfaction can be dramatically raised by motivating workers. Higher levels of morale inside the company are brought about by a highly motivated workforce, which frequently displays a positive attitude and a can-do attitude. Highly motivated workers are probably going to perform better, increasing production and efficiency. Several elements, such as the employees' commitment, involvement, and focus, might be blamed for this rise in productivity. When workers feel motivated, they are more inclined to go above and beyond to meet their objectives, which increases output and improves the standard of work.

**Reduced Labour Turnover and Absenteeism:** Motivation leads to job satisfaction of workers. Employees are prompt and regular in their work schedule, providing they have job satisfaction. Highly motivated employees are loyal and committed to the organisation. They are sincere and wish to stay on the job for a longer duration. As a result, labour absenteeism and turnover are low. Employees are more likely to be on time and stick to a regular schedule when they are happy with their work. Employees who are highly driven are not only effective but also demonstrate a strong devotion to their company, rising levels of dedication and loyalty. These workers frequently exhibit greater sincerity and a desire to work for extended lengths of time, which can help to reduce absenteeism and turnover. They probably take pride in their achievements and have a good attitude towards their profession. These staff members are more inclined to be invested in their work and to stay with the company over the long run.

Because loyal and committed workers are less inclined to miss work or leave the company, there may be a decrease in labour absenteeism and turnover rates. As a result, the company will benefit by having a more stable staff and save money on hiring and training expenses.

**Achievement of organisational goals:** In order to influence employee behaviour and direct their efforts towards achieving organisational goals, motivation is a key aspect. Because they are more inclined to believe in the success of the company, highly motivated employees are typically more dedicated and cooperative in accomplishing

these goals. A variety of strategies, such as a rewarding system that satisfies individual requirements, can be used to motivate people. Organisations can foster a sense of direction and motivate staff to direct their energy towards achieving company goals by offering incentives that are in line with their needs and preferences. As employees are more likely to believe that their contributions are acknowledged and rewarded, this can help to boost employee engagement and commitment. Moreover, motivation can ensure that the company is on pace to meet its objectives. Employees are much more likely to concentrate their efforts on accomplishing the goals set forth by the business when they are inspired. Employees are more inclined to work effectively to fulfil these goals, which can enhance productivity.

**Introducing Changes in the Organisation:** Motivation helps the management implement changes in the organisation. Normally, employees resist changes for fear of a harmful influence on their employment. When the personnel are offered varied opportunities for development, they may quickly adapt to new situations. Motivated staff support all changes that are in the benefit of the organisation. In order to facilitate changes inside a company, motivation can be a key factor. Employee resistance to organisational change might result from worry about how the change will affect their employment. Employees are more likely to adjust to new circumstances more readily, nevertheless, when they are driven and given chances for growth. Highly motivated employees are more receptive to changes and are more likely to support them, especially when the changes are in the interest of the organisation.

Employees who are motivated are more likely to embrace new concepts and developments. Employee motivation increases their comfort level and confidence in their capacity to learn new procedures, technology, and work practises. Moreover, motivation can foster a feeling of involvement and ownership among staff members, increasing their sense of commitment in the success of the company. It may be easier for management to execute changes and accomplish its goals if there is a greater employee involvement in decision-making processes.

**Assignment:** The researcher asked participants to list some factors that can motivate a business owner

**Final Remarks:**

- Participants were appreciated for their promptness and willingness,

- urged them to complete their homework,
- and let them know when and where the next session would be held.

### **SESSION THREE**

#### **Topic: Introduction to Relational Intelligence**

By the end of the session, the participants were able to:

- i. Understand the concept of relational intelligence
- ii. Understand why relational intelligence is important
- iii. Know how to build relational intelligence as a leader

#### **Schedule**

- i. The participants received a warm welcome
- ii. The researcher went over the participants' homework.
- iii. The researcher discussed the idea of relational intelligence, as well as its significance and effects.

The researcher elucidated the following sub-sections:

#### **What is relational intelligence**

As people shift from the Industrial/Information Era to the Relational Age, leadership styles will also have to evolve. Effective leaders can no longer give commands and simply expect their staff to jump to work. In actuality, too many orders and personnel are less efficient. Today's leaders must concentrate on creating long-term relationships with their staff. As such, command and control should be replaced with influence. Relational Intelligence is an umbrella phrase for skills that allow people to navigate their surroundings skilfully and efficiently. Those that are relationally intelligent are able to form and maintain relationships with people from varied origins, diverse cultures, and with various interests, both inside and outside of the business, at home and across borders, businesses, sectors, nations, and cultures. Individuals who possess the ability to connect with other individuals stand out among their peers. Relational Intelligence comprises talents like self-awareness, empathy, understanding other people's viewpoints, emotional and cognitive accuracy, the capacity to empathize with others, and the capacity to regulate other people's emotions.

#### **Importance of relational intelligence training**

The quality of relationships influences every sector of human existence, from being available for relatives, family, and loved ones to collaborations in business, to building connections with superiors, co-workers, and clients. Organisations and their executives face major hurdles in today's worldwide and linked society. Executives must cope with an ethics issue, a diversity challenge, a business in society challenge, and a stakeholder challenge to navigate their path successfully in the twenty-first century. These problems also influence their leadership tasks and responsibilities, which have a relational dimension. The requirement to connect with numerous stakeholders from varied cultural backgrounds both within and outside the company, each with their own set of interests and values, needs leaders' capacity to engage and act interpersonally and ethically professionally. Leaders need relational intelligence in order to cope emotionally and morally with the issues they encounter. Relational Intelligence training helps you in a dynamic experiential exercise where it is possible to engage in ways that develop relational skills and enhance personal and professional connections. Relational skills training emphasises creating healthy relationships based on accountability and shared learning.

### **Building relational intelligence**

**Encourage:** Leaders who encourage well are competent at praising the positive and coaching for development. Encouragement is a purposeful act on the part of the leader to provide feedback that tries to achieve the best in others. Relational leaders take care of the growth of those they lead and seek ways to speak to them in every interaction. One of the key traits of effective leaders who place a high value on the growth both personally and professionally of their team members is their capacity to provide constructive criticism that recognises accomplishments and fosters further development. Such leaders are aware that encouraging others is a conscious act intended to help them realise their greatest potential. They place a high value on forming trusting bonds with the people they manage and show a sincere concern for their development both personally and professionally. With a relational leadership style, you actively look for opportunities to interact with your team and offer direction, encouragement, and coaching so they can succeed. Leaders that effectively support their teams can create a healthy and productive work environment that is advantageous to all parties concerned by devoting time and resources towards the advancement and growth of their team. In summary, leaders that place a high priority on encouragement

are skilled at applauding successful outcomes and provide coaching for continuous development.

**Connect:** Connecting with team members is one of the most important duties of effective leadership. Before directing their team towards fresh concepts, goals, and initiatives, leaders must build a solid rapport with them. A successful leader understands the need of getting to know their team members—not just for what they contribute to the organisation, but also because of what inspires, motivates, and drives them. Leaders must first listen well in order to establish a connection with the team. Leaders may better grasp the viewpoints, needs, and goals of their team by actively listening to them. A better relationship, trust, and respect can be developed between leaders and their teams through actively listening to and understanding them.

As a result, team members are more inclined to openly express their ideas, worries, and feedback in this setting. Empathy is a crucial component in building relationships with team members. Empathetic leaders may foster a culture of safety and inclusion where team members feel appreciated, understood, and supported. Leaders can cultivate a climate of respect, collaborations, and mutual support by taking the time to comprehend the thoughts and sentiments of their team members. Effective leaders also understand that their team members are more than just a means to an end. Instead, they see children as distinct individuals with special abilities, interests, and skills. A stronger sense of engagement and belonging can be created by leaders who take the time to get to know their team members outside of their professional responsibilities. Increased motivation, creativity, and productivity may follow from this.

**Create healthy environment:** Leaders are custodians of culture. They recognise that successful team cultures need conscious effort. Teams will work better with one another, go above and beyond the call of duty, invest themselves personally, and own their victories and defeats more honestly when they are a part of a healthy atmosphere. Healthy settings are of course, defined by leaders of integrity; intolerance for discrimination; solid systems, rules and procedures; and an organisational alignment that supports agreed goals and realistic achievements. It is the duty of leaders to preserve and foster their organisation's culture. They are aware that creating a productive team culture involves intentional work and constant focus. Teams that are a part of a positive environment get along better, are more eager to go above and

beyond, accept responsibility for their actions and results, and care about the success of their company. Leaders that act ethically and with integrity help to foster a positive team culture. When it concerns to discrimination, harassment, or other types of improper behaviour, they uphold high standards of behaviour and are unyielding in their stance. Additionally, they make sure that the company has solid policies, guidelines, and systems in place to direct decision-making and advance fairness and openness. Leaders also understand the value of organisational alignment. They make sure that all employees are working towards the same common vision and that the organisation's goals and objectives are distinct, achievable, and practical.

The sense of purpose and focus that result from this alignment strengthens teamwork and collaborations. Leaders must also be receptive to feedback from their team members in order to foster a positive team culture. They foster an atmosphere where team members can freely express their thoughts, ideas, and worries. This candour and honesty can promote improved problem-solving and communication. Finally, leaders understand that creating a positive team culture is a continuous process that demands continuing care and effort. To make sure that their team members feel backed up, involved, and empowered, they devote time and resources to team-building exercises, training, and development.

**Show compassion:** Empathetic and compassionate leaders are more interested with providing care to those they serve than they are with gaining personal recognition. It makes room for humility to direct actions when leaders put the needs of their team first. Leaders that practise compassionate leadership are capable of remaining connected to their team members and the principles that first inspired them to take on their current positions of authority. Being a leader can be a taxing and alienating experience, and the demands of the position can make leaders forget their primary goals. Empathetic leaders actively seek to maintain a connection with their team members because they understand the benefits of keeping rooted in their purpose and beliefs.

Compassionate leaders are likely to develop connection with their team members that are based on trust. It helps to establish a safe and inclusive atmosphere where everyone feels respected and supported when team members actively listen and seek to comprehend one another's perspectives and needs. Empathetic leaders also understand that their job is to assist their team members and the organisation, not to

establish their dominance or win favour with others. They are receptive to feedback and helpful criticism and are willing to put the needs of their team members before their own. Leadership that is compassionate must include humility. It enables leaders to own their flaws and limits, which in turn fosters a climate of ongoing learning and development. Leaders foster an environment where everyone feels comfortable taking chances, making errors, and learning from them by modelling humility.

**Regard the team:** In order to develop their team members' skills and abilities, leaders have a special and important role. Every employee must feel appreciated and comprehend the significance of their efforts to the company. Trying to remind employees of their value and emphasising how their abilities and skills influence the success of the organisation are crucial leadership tasks. A culture of gratitude and respect is created when leaders regard each individual and their distinctive contributions. Increased job satisfaction, motivation, and output follow from this. Employees are more inclined to go above and beyond the call of duty and take ownership of their work when they feel appreciated.

Leaders must successfully and frequently interact with their team members to make them feel appreciated. This entails soliciting active suggestions from staff members while also providing feedback, acknowledgment, and support. Leaders build a culture of trust and openness that encourages more collaborations and innovation by paying attention to and appreciating employee feedback. Also, managers must offer chances for staff members to advance. Leaders show their dedication to their team's success and commitment to their future by investing in the career development of their team members. Higher levels of involvement, motivation, and job satisfaction are the results of this. In the end, leaders need to be deliberate in their attempts to manage the skills and capabilities of their workforce. Each team member's individual contributions must be valued, and efforts must be made to actively support and advance their skill sets. The culture of appreciation, respect, and collaborations that is cultivated as a result fosters higher organisational success and worker satisfaction.

### **Assignment**

Describe how relational intelligence will help entrepreneurs

### **Concluding Remarks:**



- Participants were appreciated for their cooperation,
- urged them to complete their homework,
- and let them know when and where the next session would be held.

## **SESSION FOUR**

**Topic: Building quality relationships at work and its effects on motivating an employee to align with organisational goals**

**The participants should be able to, by the end of the lesson:**

- Demonstrate good understanding of the quality relationship
- Understand how a positive work environment can motivate workers
- Be familiar with other ways employees can be motivated

**Activity:**

- The participants were welcomed warmly
- The researcher reviewed the assignment given to the participants
- The researcher explained the concept and importance of building quality relationship succinctly

### **Relationship at work**

Human beings are naturally sociable creatures and because majority of the days' time is spent at work, providing a happy, workable environment cannot be overrated.

Employees are more likely to share thoughts, brainstorm, and accept new ideas when they feel more at ease near one another. This degree of collaborations is necessary to embrace change, advance, and create. Also, group productivity and morale soar when workers see the benefits of cooperating.

Employee independence is another benefit of positive working relationships. Instead of squandering time and energy on unfavourable relationships, one can choose to concentrate on opportunities, such as growing their business or their personal development.

**The researcher defined what relationship in the workplace is:** The interactions, contacts, and social networks that employees build with their co-workers are referred to as "workplace relationships." The calibre of these connections significantly affects

success as a whole, employee engagement, and work happiness. Positive working interactions have been linked to increased job satisfaction and increased motivation. A helpful and welcoming work atmosphere that promotes creativity, innovation, and productivity is created when co-workers get along and collaborate.

Furthermore, establishing trusting relationships at work is essential for career success. Employees who have positive working relationships with their co-workers may benefit from networking possibilities, insider knowledge, and emotional support. Employees are more inclined to take risks, ask for feedback, and explore professional growth opportunities when they feel linked to and encouraged by their co-workers. Positive working connections are advantageous for the organisation as a whole in addition to the advantages for the individuals who are involved. Effective teamwork among employees promotes greater team cohesiveness, better communication, and higher levels of confidence and accountability. As a result, all team members perform better, are more productive, and are happier in their jobs.

As a result, it is crucial for leaders to build good working relationships and cultivate an inclusive, respectful, and collaborative culture. Leaders can promote interpersonal skills by organising team-building exercises, gatherings, and regular check-ins. Also, they can serve as role models for good behaviour and offer resources to aid in developing employees' interpersonal skills.

**The researcher listed some benefits of a quality relationship at work:**

- Increased satisfaction with one's career
- Increased comfort with colleagues
- All team members' productivity will increase,
- and the morale of the group will be boosted as they work to meet challenging deadlines.
- Increased rates of retention

**Attributes of a good working relationship**

Any organisation's success depends on its ability to create and sustain positive working relationships. Trust, acceptance, teamwork, and open communication form the basis of

a healthy working relationship. The following are some essential qualities of a positive working relationship:

- **Trust:** A crucial element of any successful partnership is trust. Employees feel safe and at ease discussing their thoughts, worries, and opinions when they have confidence in their co-workers. With repeated actions and behaviours that show dependability and reliability, trust is gradually earned.
- **Teamwork:** Collaboration is necessary for productive workplace connections. People tend to get along better with one another when they work well in a team environment and do their fair share of the work. It is also critical to acknowledge and thank members of the team for their contributions because doing so encourages gratitude and respect.
- **Open communication:** Strong relationships in the workplace are built on effective communication. Barriers can be broken down and trust can be developed through promoting open and honest communication, asking questions, and taking the time to get to know co-workers. Active listening, paying attention to nonverbal signs, and being prepared to offer and accept helpful criticism are further components of effective communication.
- **Respect, empathy, accountability, and a sense of shared purpose** are possible additional qualities of excellent working partnerships. By establishing the tone for the company culture and serving as positive role models, leaders play a crucial part in cultivating these qualities. They can also organise team-building exercises, promote sociability, and offer materials to assist staff in developing their interpersonal abilities.

### **Ways to improve quality relationships at work**

- Speak positively about co-workers
- Supporting other people's work
- Improved productivity for all team members
- Moral support and assistance with meeting difficult timelines
- Higher retention rates

### **Assignment**

The researcher asked the participants to state the benefits of having an effective workplace relationship

## **Final Remarks**

- The participants were complimented by the researcher for their cooperation and attention;
- reminded to complete their homework;

## **SESSION FIVE**

### **Topic: Building empathy and other social skills**

**Aims:** When the session is over:

- Participants were expected to understand the concept of empathy
- Participants were expected to be familiar with other social skills necessary for entrepreneurial success

### **Activity**

- The participants were welcomed warmly
- The researcher reviewed the assignment given with the participants
- The researcher explained succinctly the concept of empathy
- The researcher briefly described various social skills required for success in the business world

The capacity to understand and identify emotionally with another person. To fully understand or appreciate someone else's thoughts, experiences, or feelings, one must place oneself in their frame of reference. It generates a resonate or connect to their experience because it is a personal reaction to some other person's emotional condition. Empathy can be conveyed through everyday feelings like sadness or interested concern, which can inspire acts that show care or concern for the other person, such finding out what upset them in the first place.

The cognitive aspect of understanding and assessing another person's emotions and the affective or emotional aspect of experiencing the same emotions are the two main components of empathy. People can build stronger bonds with one another and foster an environment at work that is more compassionate and empathetic by comprehending and acknowledging the feelings and experiences of others. Empathy is a critical leadership trait because it enables leaders to relate to their team members more deeply and meaningfully handle their needs and issues.

### **Attributes of empathy**

A variety of cognitive and emotional abilities, including empathy, allow us to comprehend and relate to the experiences, feelings, and viewpoints of others. Perspective-taking, which entails deliberately seeking to perceive and comprehend a circumstance out of another individual's point of view, is a crucial aspect of empathy. In order to achieve this, we must put aside our own biases, presumptions, and assumptions and pay close attention to what the other individual has to say.

**Avoiding judgement** is another important component of empathy. Making assumptions about another person's feelings or experiences can be damaging and invalidating. Instead, empathy entails being receptive to how people are feeling and refraining from making remarks that minimise or discount their experiences. It entails accepting that what they are experiencing is genuine and legitimate and providing encouragement and validation rather than condemnation.

An additional crucial component of empathy is the **ability to identify and acknowledge emotions**. In order to do this, one must be able to recognise and name the feelings that other people are feeling as well as show that one understands and acknowledges them. To make sure that we are appropriately comprehending and representing their sentiments, it also entails being willing to clarify our knowledge of their emotions and ask questions.

Being empathetic also requires **effective communication**. Empathy entails listening intently and providing support and affirmation rather than giving advice or attempting to "fix" the problem. Sayings like "I'm sorry you're hurting" or "I can understand how tough that must be for you" may be used in this situation. We can contribute to the development of a secure and encouraging workplace where people feel heard, understood, and valued by providing genuine support and affirmation.

**Other social skills described by the researcher are:**

**Cooperation:** necessary for handling tasks with employees in the workplace

**Verbal and written communication:** is the ability to express yourself using clear language that others can understand.

**Listening:** listening to employers' and clients' concerns and expressing to them that their concerns are well understood.

**Nonverbal communication:** Body language, eye contact, and facial expressions. People easily engage with anyone who walks about with a smile.

**Positivity**, etc.

### **Assignment**

- The researcher asked the participants to give examples of words that can be used in empathizing.

### **Concluding Remarks**

- The participants were complimented by the researcher for their cooperation and attention;
- reminded to complete their homework;
- and informed of the date of the next meeting.

## **SESSION SIX**

**Topic:** Recognizing and managing emotions

**Goal:** By the end of the class, the participants could recognize the value of appreciating other people's viewpoints.

### **Schedule**

- The researcher welcomed the participants,
- went over the assignment they had been given, and
- stressed the value of understanding other people's viewpoints and controlling one's emotions.

To be truly successful, humans must have outstanding people skills. The desire to see something from another person's point of view is the secret to good relationships. The ability to look at something from a different viewpoint than our own is perspective-taking. Perspective-taking brings in the mindfulness of compassion and empathy to relationships. When these two qualities are present in mutual respect, success and movement forward are guaranteed.

It takes excellent people skills to succeed in life, and the secret to creating enduring connections is the capacity to see things from the viewpoint of others. The ability to see things from a perspective other than our own helps us be more aware, compassionate, and empathic in our interactions with others. Mutual respect,

achievement, and advancement are guaranteed when these characteristics exist. For good interpersonal connections, controlling emotional responses is also essential. Those who are adept at controlling their emotions are aware of the value of expressing their emotions in constructive ways and how doing so affects the outcome of a situation. They control their emotional responses in the following ways:

- They understand when it is best to express their emotions and when it is better to wait before acting on them.
- They are aware that they have control over their reactions and are not influenced by their emotions to do or say things that they might regret later.
- They understand that their reactions can affect what happens next and how others respond to them, which in turn can influence how they feel about themselves.

### **Positive actions to help in managing emotions**

There are several constructive behaviours that can aid in healthy emotion management.

These behaviours consist of:

- **Exercise:** this releases reward and pleasure chemicals in the brain, such as dopamine, which makes one feel better. Being fit also results in healthier living, which helps manage emotions.
- **Be kind to others** because this helps stop worrying about so many things.
- **Practice accepting what is:** Being able to accept what is happening around you might help you appreciate things and people more. Focus on the good qualities of situations and people rather than overly criticising them.
- **Participate in social activities:** Time spent with others and appreciating their company can be beneficial for emotional management. This may present chances for people to express their views and feelings to others, which may encourage joyful feelings.
- **Take breaks for leisure pursuits:** Taking breaks for leisure pursuits can be beneficial for controlling emotions. This may present a chance to unwind and decompress, which may result in a happier emotional state.
- **Resist giving in to negative thinking by challenging it:** People can be held back by negative thoughts; therefore, it is critical to confront them by seeking proof that they're false.

- **Spend time outside:** Going outside, particularly in a natural setting, can assist to relax the mind. A more optimistic emotional state might result from spending time in nature, which can bring forth a sense of calm and harmony.
- **Embrace thankfulness:** by taking the time to sincerely thank someone for their kindness and to keep their memory in mind. Effective emotion management can be aided by concentrating on the positive parts of life.

### **Concluding Remarks**

- Participants were informed of the activities for the following two sessions (role play and group work);
- The researcher thanked the participants for their assistance;
- The researcher shared the time and location for the following session.

## **SESSION SEVEN**

### **Topic: Role play on how to manage relationships**

**Goal:** By the end of the workshop, participants could show how to manage relationships.

### **Schedule**

- The researchers grouped the participants into pairs and gave a brief explanation of the value of relationships before welcoming the participants.

The researcher painted a scenario for each group and watch how participants handle the situations. Corrections were made for the other participants to learn. Participants whose performance was poor will have the opportunity of representing.

### **Concluding Remarks**

The researcher provided the following information:

- Participants were thanked for their cooperation;
- Participants were asked to reflect on the role play further;
- Participants were asked to provide feedback on the role play;

## **SESSION EIGHT**

### **Topic: Group work on relationship management**



**Goal:** By the end of the workshop, the participants could:

- Effectively relate with some selected participants
- Identify ways to sustain healthy relationships

### **Activity**

- The participants were warmly welcomed
- The participants were shared into groups.

Each group had a specific issue to relate to. Issues bordered on employee relations, stakeholder expectations, customer service, family, and professional association, among others. The aim was to check how participants relate to a series of tests given to them by the researcher. It will also improve their interpersonal relationship with one another

### **Concluding Remarks**

- The researcher acknowledged the participants' cooperation and
- shared the date, time, and location of the next session.

## **SESSION NINE**

### **Topic: Review and Post-test**

**Goal:** By the end of the training, the participants could:

- Provide feedback in response to the post-test instruments;
- Describe the experience based on how they have benefited from the many skills they have learnt since the start of the programme.

### **Schedule**

- The attendees were cordially greeted.
- To determine the efficacy of the training sessions, the researcher and participants engaged in an interactive session.
- To ensure that they understood the lessons being taught during the sessions, activities from the prior session were role-played.
- The post-test tool was distributed to the participants. The participants' cooperation throughout the sessions was greatly appreciated by the researcher.

### **Concluding Remarks**

- It was emphasised to the participants that they should put their newfound abilities to good use.

### Procrastination worksheet

	MON	TUE	WED	THUR	FRI	SAT	SUN
AM							
6							
7							
8							
9							
10							
11							
PM							
12							
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							

Saulsman. and Nathan (2008)

## Goal-setting worksheet

<b>THE GOAL</b>	<b>Put your desired outcome in writing</b>
<b>SPECIFIC</b>	
<b>MEASURABLE</b>	
<b>ATTAINABLE</b>	
<b>RELEVANT</b>	
<b>TIME-BOUND</b>	
<b>SMART GOAL</b>	

(<https://www.smartsheet.com/sites/default/files/IC-SMART-Goals-Worksheet-9237..-PDF.pdf>)

**APPENDIX II**

**UNIVERSITY OF IBADAN  
FACULTY: EDUCATION  
DEPARTMENT OF CHDS**

Dear Respondent,

CODE NO:

Basically, the goal of this questionnaire is for research. It is intended to extract pertinent data on self-efficacy, organisational success, locus of control, and entrepreneurial motivation. While there are no right or incorrect answers to the questionnaire, you are urged to complete it honestly and sincerely. All given information will be kept private.

Thank you.

**Section A:**

Please fill in the gap below as appropriate/tick as applicable

Gender: Male  Female

Age: \_\_\_\_\_

Local government area: \_\_\_\_\_

Total number of employees: \_\_\_\_\_

Estimated business net worth: below #250,000  #250,000 - #500,000

#500,000 - #1,000,000  #1,000,000 - # 2,000,000

Registration with professional body: C.A.C  Business related association   
None

The number of years in operation: \_\_\_\_\_

Business partnership/sole owner \_\_\_\_\_

**Section B: ENTREPRENEURIAL MOTIVATION SCALE**

*By choosing one of the alternatives, please indicate how much you will probably agree with the following assertions.*

**Key: 1 = Not Important; 2 = Slightly Important; 3 = Important; 4 = Very Important; 5 = Extremely Important**

S/N	ITEMS	1	2	3	4	5
1	I wish to overcome shortage of money					
2	Attain job satisfaction					
3	Become a leader					
4	Prioritising the wealthiness of my family					
5	Put into use my entrepreneurial sense					
6	I can never be an employee					
7	Having the money equivalent to my talent					
8	Explore my talent and potential					
9	Attain the high social status					
10	Acquire lots of wealth for self					
11	Do something creative/innovative					
12	Show that I am inferior to no one					
13	Supplement the family income					
14	Make effective use of my risk-taking ability and succeed					
15	Do something/achieve something others do not or cannot achieve					
16	Ensure that my children are financially sustainable					
17	Independence is a priority					
18	Prioritise the provision of good service and products to the community					
19	Make enough money to clear cash deficits					
20	Ensure my desirable workstyle and lifestyle					
21	To enjoy the respect of people					
22	Enjoy the best luxury in life					
23	Experience change and get over monotony					
24	Create employment to help people					
25	Utilize the concessions or loans from the government					
26	Use my skills to profit in a career					
27	Compete with other start-ups and strive to be the best					

## **Section D: LOCUS OF CONTROL SCALE**

*Please indicate by ticking the statement that you agree with most by selecting one of the options (an or b).*

1a. Entrepreneurial success is influenced by the ability of individuals to adapt and learn from their mistakes.

1b. The challenges faced by most entrepreneurs today arise from a lack of discipline and accountability.

2a. Many factors contribute to the success of an organisation, including luck and external circumstances.

2b. The success of an organisation is often a result of the proactive decision-making and actions taken by its leaders and employees.

3a. One of the major reasons why organisations thrive is because individuals take a keen interest in understanding market dynamics and industry trends.

3b. Organisational success is not solely dependent on external factors, and proactive measures can be taken to prevent or mitigate challenges.

4a. In the long run, individuals who demonstrate competence and hard work tend to be recognised and rewarded in entrepreneurial ventures and organisations.

4b. Unfortunately, in certain situations, individuals may not receive the recognition they deserve despite their efforts, highlighting the importance of networking and visibility.

5a. The idea that success in entrepreneurship or organisational contexts is solely determined by external factors is unfounded.

5b. External circumstances can sometimes play a significant role in the outcomes of entrepreneurial endeavours and organisational success, leading to unpredictability.

6a. Effective leadership in entrepreneurial ventures and organisations requires a combination of personal qualities and seizing opportunities as they arise.

6b. Capable individuals who fail to become leaders may have missed out on exploiting available opportunities or may not have developed the necessary skills.

7a. Building positive relationships with stakeholders is an essential aspect of entrepreneurial success and organisational effectiveness.

7b. Individuals who struggle to establish good relationships with others may need to develop better interpersonal skills and understand the dynamics of working with diverse personalities.

8a. While certain personal traits may contribute to entrepreneurial success, experiences and learning play a significant role in shaping an individual's capabilities.

8b. It is the combination of innate qualities and experiences throughout life that shapes an individual's entrepreneurial or organisational potential.

9a. In entrepreneurial and organisational contexts, taking proactive actions and planning often lead to more predictable and desirable outcomes.

9b. Relying solely on fate or chance is not a reliable approach in achieving entrepreneurial success or organisational goals.

10a. In the case of well-prepared individuals, entrepreneurship and organisational challenges can be overcome through strategic planning and preparedness.

10b. The alignment between the content of exams and the coursework can enhance the effectiveness of studying and preparation efforts.

11a. Becoming a successful entrepreneur or attaining career advancements is a result of a combination of hard work and strategic decision-making.

11b. While luck or being at the right place and time can provide opportunities, it is the individuals' competence and efforts that sustain success.



12a. Active participation and engagement in political and social affairs can shape the entrepreneurial and organisational environment.

12b. The influence of individuals in shaping entrepreneurial and organisational contexts is limited due to the dominance of powerful figures, but collective action can drive change.

13a. Entrepreneurial success and organisational achievements are often a result of careful planning and strategic decision-making.

13b. While unforeseen circumstances can influence outcomes, relying solely on chance or fortune is not a wise approach in entrepreneurial and organisational pursuits.

14a. In entrepreneurial and organisational contexts, individuals' worth and potential should be assessed based on their demonstrated abilities and contributions.

14b. It is essential to recognise and appreciate the strengths and potential in every individual, as everyone can contribute in some way.

15a. The outcomes and achievements in entrepreneurship and organisational settings are influenced by a combination of personal efforts, strategies, and actions.

15b. Sometimes, decisions can be made through random means, but relying solely on chance may undermine the potential for success.

16a. Becoming a leader in entrepreneurship and organisations often requires a combination of seizing opportunities and demonstrating competence.

16b. The ability to influence others to do the right thing is dependent on individual capabilities and effective leadership skills, rather than relying on luck.

17a. The impact individuals can have on the entrepreneurial and organisational world is influenced by their active participation and understanding of complex forces.

17b. The course of world events is shaped by a mix of various factors, including the collective actions and engagement of individuals.

18a. Entrepreneurial endeavours and organisational outcomes can be influenced by both intentional actions and random events.

18b. Luck, as traditionally defined, may not be the sole determinant of success or failure in entrepreneurship and organisations.

19a. Embracing mistakes and learning from them is a crucial aspect of entrepreneurial success and organisational growth.

19b. In certain circumstances, covering up mistakes may be necessary, but acknowledging and rectifying them can contribute to improvement.

20a. Understanding and assessing personal relationships in entrepreneurship and organisations can be challenging and may require effort and communication.

20b. The number of friends or professional connections one has can be influenced by their personal qualities, interpersonal skills, and how they engage with others.

21a. The outcomes individuals experience in entrepreneurship and organisations are influenced by a combination of positive and negative events.

21b. Most misfortunes that individuals face can be attributed to factors such as lack of competence, ignorance, or laziness, rather than pure chance.

22a. Addressing political corruption and its impact on entrepreneurship and organisations requires collective efforts and actions.

22b. The influence individuals have on politicians' actions while in office may be limited, but active engagement can lead to positive changes.

23a. The grading process in entrepreneurship and organisational education can sometimes be subjective and difficult to understand.

23b. There is a correlation between the effort individuals put into studying and their academic performance, although various factors can influence grades.

24a. Effective leadership in entrepreneurship and organisations involves empowering individuals to make decisions based on their capabilities and skills.

24b. A good leader provides clear guidance and direction to individuals, ensuring everyone understands their roles and responsibilities.

25a. Individuals can exert influence over their own lives and outcomes, but external factors can also play a role in shaping their experiences.

25b. The belief that chances or luck plays a significant role in one's life is not supported, as personal actions and decisions can lead to desirable outcomes.

26a. Building positive relationships and demonstrating friendliness can contribute to entrepreneurial success and organisational effectiveness.

26b. Trying too hard to please people may not always yield the desired results, and interpersonal dynamics can vary in different contexts.

27a. While athletics may hold significance in certain contexts, entrepreneurial and organisational success depends on various factors beyond sports activities.

27b. Participating in team sports can cultivate character-building qualities, which can be advantageous in entrepreneurship and organisations.

28a. The outcomes individuals experience in entrepreneurship and organisations are influenced by their own actions and decisions.

28b. Sometimes, individuals may feel they lack control over the direction of their lives, which can impact entrepreneurial motivation and organisational success.

29a. Understanding the behaviour of politicians and their impact on entrepreneurship and organisations can be challenging.

29b. The responsibility for the state of government, both nationally and locally, lies with the people, as their actions and choices shape political outcomes.

**Section E: ORGANISATIONAL SUCCESS SCALE**

*Please indicate whether you agree or disagree with the statements by selecting one option*

**Key:**

**1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, 5 = Strongly Agree**

S/N	ITEMS	SD	D	U	A	SA
1	The desired level of output is always attained					
2	Needed workforce is always acquired					
3	Employees' attitude to work is always encouraging					
4	The needs and expectations of the stakeholders are often met					
5	A set quantity of products/ services is achieved at all time					
6	Needed raw materials are often acquired					
7	Job satisfaction among employees					
8	Shareholders' needs and expectations are always satisfied					
9	A set quantity of products/services is frequently attained					
10	Needed working capital is regularly acquired					
11	High level of employee loyalty					
12	The needs and expectations of the customers are often met					

13	Desired input-output ratio is attained all the time					
14	Needed technical skill is always available					
15	The trust exists among Members					
16	The needs and expectations of employees are attended to regularly					
17	Production /services processes are regularly carried out efficiently					
18	Net profit is regularly recorded					
19	High employee Commitment					
20	Requests and demands of the trade unions are always promptly addressed					
21	Departmental/sectional output goals are often achieved					
22	Desired market share is often attained					
23	Low level of dysfunctional conflicts					
24	Manager's/administrators needs and expectations are often satisfied					
25	Output per unit input Is always as desired					
26	Returns on investments are always adequate					
27	A high degree of cohesion among members					
28	Standards of the regulatory agencies are regularly attained					
29	Outputs/services are produced/rendered within					

	the shortest possible time					
30	Earnings per share are comparatively satisfactory					
31	High level of employee's morale					
32	Expectations of the suppliers are usually met					
33	Things are always done at the right time					
34	Products/services are made in response to the demand of the environment					
35	Labour- management relationship is always satisfactory					
36	, The level of corporate social responsibility, is always satisfactory					
37	Desired productivity level is always achieved					
38	The desired degree of expansion is usually attained					
39	Free flow of information among members					
40	Interests of the various constituencies are often satisfied					

## SCREENING INSTRUMENT FOR ENTREPRENEURIAL MOTIVATION

*Please indicate whether you agree or disagree with the statements by selecting one option Key: 1 = Strongly Disagree, 2 = Disagree, 3 = Not Sure, 4 = Agree, 5 = Strongly Agree*

S/N	ITEMS	1	2	3	4	5
1	I love being my boss					
2	I like achieving my dreams					
3	I aim to increase my prestige and status					
4	I enjoy my freedom					
5	I love challenging myself to accomplish a task					
6	Satisfaction and growth are important to me					
7	I love to use the skill I have to be self-employed					
8	My family has an entrepreneurship orientation					
9	I love to follow the example of people I admire					
10	I always invest my savings					
11	I enjoy taking entrepreneurial risks					
12	I aim to get job security through self-employment					
13	I love creating employment for people					
14	Taking advantage of my creative talent					
15	Explore opportunities in the market					
16	Desire to earn a reasonable living					



## SCREENING INSTRUMENT FOR ORGANISATIONAL SUCCESS

*Please indicate with the statements you agree with the most by selecting one option*

**Key: 1 = very unsatisfied (VU), 2 = unsatisfied (US), 3 = Undecided (U), 4 = satisfied (S), 5 = very satisfied (VS)**

S/N	ITEMS	VU	US	U	S	VS
1	Satisfaction in Business Growth, including Achievement of Goals					
2	Improvement in the standard of living after venturing into business					
3	Increase in personal income					
4	Improvement in Income Level when comparing before and after the business					
5	Resources gotten from business and saving capacity					
6	Increase in profit earnings from the business over the past year					
7	Improvement in Return on Investment (ROI) from the business					
8	Improvement in Return on Assets (ROA)					
9	Growth in turnover/sales					
10	Growth in turnover in comparison with the competitors					
11	Employee retention rate					
12	Ability to keep the organisation's best and most talented people					

13	Perceived customer satisfaction					
14	Carrying out the necessary changes observed in surveys conducted to measure the satisfaction of the customers					
15	The market coverage of business enterprises					
16	Numbers of customers gained					
17	Levelling up with competitors over the past years					
18	Achievement at business growth despite environmental challenge and strong competition					
19	Organisation enhances performance by being attentive to external changes					
20	Delivering new products and services based on market expectations					

**Section C: ENTREPRENEURIAL SELF-EFFICACY SCALE**

*Please indicate the extent to which you will likely agree with the following statements by selecting one of the options.*

**Key:**

**1 = Not at all true; 2 = Hardly true; 3 = Moderately true; 4 = Exactly True**

S/N	ITEMS	Not at all True	Hardly True	Moderately True	Exactly True
1	I am confident in my ability to run a successful business.				
2	I am equipped with skills and knowledge necessary to run a successful business.				
3	I am capable of handling the challenges and problems that may arise when starting and running a business.				
4	I am able to make good decisions when running a business.				
5	I have the confidence to take risks when starting and running a business.				
6	I believe that I can overcome any obstacles that may come up when starting and running a business.				
7	I have the ability to develop efficient strategies for running a business.				
8	I have the ability to attract and retain customers when starting and running a business.				
9	I am certain that I will manage the finances of a business.				
10	I can successfully promote products of my business.				

### APPENDIX III

#### REVALIDATION OF INSTRUMENTS

#### ENTREPRENEURIAL MOTIVATION SCALE

##### Reliability Statistics

Cronbach's Alpha	N of Items
.780	27

##### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
b1	79.5000	153.155	.461	.764
b2	80.2000	157.407	.544	.765
b3	79.8000	155.752	.353	.770
b	78.2000	148.717	.761	.751
b5	79.2000	168.786	-.011	.792
b6	78.1000	149.266	.710	.753
b7	80.1000	171.403	-.068	.789
b8	78.4000	151.903	.547	.760
b9	80.3000	157.666	.578	.764
b10	80.4000	196.179	-.811	.822
b11	79.3000	165.321	.067	.789
b12	79.6000	152.317	.452	.764
b13	79.4000	157.903	.469	.767
b14	79.4000	142.800	.619	.751
b15	79.0000	158.276	.337	.771

b16	79.4000	194.731	-.631	.825
b17	80.1000	150.921	.648	.756
b18	78.3000	148.355	.818	.750
b19	78.7000	184.355	-.486	.807
b20	79.8000	145.614	.654	.751
b21	78.9000	171.403	-.079	.797
b22	78.5000	144.879	.836	.745
b23	78.4000	157.283	.849	.761
b24	78.8000	154.097	.497	.763
b25	78.8000	162.993	.179	.780
b26	78.4000	157.697	.478	.766
b27	78.2000	149.545	.729	.753

## LOCUS OF CONTROL SCALE

### Reliability Statistics

Cronbach's Alpha	N of Items
.691	29

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
d1	94.1000	113.679	.764	.636
d2	95.0000	140.897	-.174	.710
d3	95.2000	158.028	-.581	.753
d4	94.3000	121.666	.457	.663
d5	94.1000	145.334	-.309	.722
d6	94.5000	147.983	-.385	.728
d7	93.8000	117.269	.754	.644
d8	94.3000	124.355	.364	.672
d9	94.0000	116.483	.867	.640
d10	94.8000	113.752	.730	.638
d11	93.9000	142.231	-.286	.708
d12	94.7000	129.114	.213	.684
d13	94.2000	140.441	-.155	.710
d14	94.2000	115.821	.720	.642
d15	93.9000	115.128	.883	.636
d16	95.0000	134.276	.070	.694
d17	94.4000	136.179	.009	.697
d18	94.9000	126.507	.322	.676

d19	95.1000	140.990	-.162	.717
d20	94.1000	111.403	.912	.626
d21	95.6000	132.248	.120	.691
d22	95.1000	143.059	-.259	.714
d23	94.7000	133.872	.039	.700
d24	94.4000	112.800	.828	.632
d25	94.5000	117.569	.565	.652
d26	94.0000	117.517	.818	.643
d27	95.9000	136.438	-.015	.700
d28	93.8000	131.959	.247	.683
d29	94.7000	140.493	-.154	.711

## ORGANISATIONAL SUCCESS SCALE

### Reliability Statistics

Cronbach's Alpha	N of Items
.808	40

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
e1	120.1000	319.955	-.405	.825
e2	119.6000	284.317	.397	.800
e3	120.4000	289.697	.245	.805
e4	118.7000	288.631	.250	.805
e5	119.0000	275.379	.598	.793
e6	120.1000	298.024	.110	.808
e7	118.5000	300.052	.096	.808
e8	119.4000	260.731	.820	.782
e9	119.7000	285.941	.327	.802
e10	120.4000	282.248	.650	.795
e11	120.0000	282.621	.373	.800
e12	118.4000	273.766	.758	.789
e13	119.4000	299.007	.032	.813
e14	118.3000	275.803	.672	.792
e15	120.3000	300.010	.049	.810
e16	118.6000	278.524	.538	.795
e17	120.5000	289.086	.457	.800
e18	120.6000	334.179	-.753	.833
e19	119.5000	289.500	.199	.807
e20	119.8000	278.234	.466	.796
e21	119.6000	282.662	.575	.796
e22	119.6000	260.938	.717	.784



e23	119.2000	292.097	.213	.806
e24	119.6000	333.145	-.595	.835
e25	120.3000	279.321	.577	.794
e26	118.5000	273.362	.810	.789
e27	118.9000	321.610	-.490	.825
e28	120.0000	267.931	.692	.788
e29	119.1000	305.266	-.087	.818
e30	118.7000	266.286	.893	.784
e31	118.6000	285.766	.814	.796
e32	119.0000	283.862	.428	.799
e33	119.0000	295.862	.120	.809
e34	118.6000	283.283	.556	.796
e35	118.4000	278.110	.635	.793
e36	118.6000	274.800	.588	.792
e37	119.5000	318.672	-.414	.823
e38	119.7000	306.838	-.116	.819
e39	118.8000	268.303	.724	.787
e40	118.6000	312.248	-.243	.820

## SCREENING TOOL FOR ENTREPRENEURIAL MOTIVATION

### Reliability Statistics

Cronbach's Alpha	N of Items
.719	16

### Item Statistics

	Mean	Std. Deviation	N
em1	4.0000	1.12390	20
em2	3.8000	1.00525	20
em3	4.0000	.64889	20
em4	4.2000	.76777	20
em5	4.0000	1.12390	20
em6	4.4000	.50262	20
em7	4.2000	.41039	20
em8	3.4000	1.04630	20
em9	4.2000	.41039	20
em10	4.0000	1.12390	20
em11	4.0000	.64889	20
em12	3.6000	.82078	20
em13	4.6000	.50262	20
em14	4.0000	.64889	20
em15	4.0000	.91766	20
em16	4.4000	.50262	20

## SCREENING TOOL FOR ORGANISATIONAL SUCCESS

### Reliability Statistics

Cronbach's Alpha	N of Items
.654	20

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
op1	59.0333	88.102	.251	.641
op2	59.1667	76.626	.484	.605
op3	58.8000	78.993	.567	.602
op4	59.1000	110.852	-.584	.738
op5	59.8667	79.844	.536	.607
op6	58.2333	83.151	.485	.618
op7	58.6667	96.368	-.149	.682
op8	58.7333	87.926	.199	.646
op9	59.3667	79.964	.427	.616
op10	58.8667	91.982	-.011	.676
op11	58.8000	76.924	.620	.593
op12	58.6000	86.800	.344	.634
op13	58.6667	76.782	.692	.588
op14	58.8000	83.545	.347	.629
op15	58.2667	80.064	.663	.601
op16	58.4333	79.978	.492	.610
op17	58.2667	91.168	.061	.661
op18	60.1667	93.385	.011	.660
op19	60.2667	105.306	-.511	.712
op20	59.1667	84.833	.232	.643

## ENTREPRENEURIAL SELF-EFFICACY SCALE

### Reliability Statistics

Cronbach's Alpha	N of Items
.689	10

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
se1	31.4000	26.524	.885	.559
se2	31.3000	33.114	.784	.635
se3	31.7000	28.976	.649	.608
se4	31.7000	32.907	.294	.677
se5	31.3000	32.493	.484	.647
se6	31.1000	29.886	.645	.614
se7	31.3000	26.700	.751	.578
se8	32.2000	40.510	-.194	.751
se9	32.4000	44.938	-.399	.817
se10	31.5000	30.672	.420	.652

**SCREENING INSTRUMENT FOR ORGANISATIONAL PERFORMANCE  
(SETTING NORM SCORE)**

<b>Organisational Performance</b>	<b>Frequency</b>	<b>Percent</b>
High	3	10
Average	8	26.7
Low	19	63.3
<b>Total</b>	<b>30</b>	<b>100</b>

The organisation's performance varied from high to low, as the respondents with low organisation performance were the modal group at 63.3%.

## APPENDIX IV



### Social Science and Humanities Research Ethics Committee (SSHREC) University of Ibadan

*Chairman,*  
**Prof. Jegede Ayodele Samuel**  
*B.Sc., M.Sc. (Ife) MHIsc (Toronto), Ph.D. (Ibadan)*

*Email: sshrecuisoc@gmail.com*  
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#### NOTICE OF FULL APPROVAL AFTER FULL COMMITTEE REVIEW

**Re:** Goal-Setting and Relational Intelligence Training in Fostering Entrepreneurial Motivation and Organisational Success among Small scale Business Owners in Ibadan, Nigeria

UI/Social Sciences Ethics committee assigned number: **UI/SSHREC/2021/0028**  
Name of Principal Investigator (Ibadan): **Fehintola Victor Ayodeji**  
Address of Principal Investigator: Department of Guidance and Counselling  
Faculty of Education

Date of receipt of valid application: 10/08/2021

Date of meeting when determination on ethical approval was made: 15/11/2021

This is to inform you that the research described in the submitted protocol, the consent forms, and other participant information materials have been reviewed and given full approval by the SSHREC Committee.

The approval dates from **15/11/2021 to 14/11/2022**. If there is delay in starting the research, please inform the SSHRE Committee so that dates of approval can be adjusted accordingly. Note that no participant accrual or activity related to this research may be conducted outside of these dates. All informed consent forms used in this study must carry the SSHRE Committee assigned number and duration of SSHRE Committee approval of the study. It is expected that you submit your annual request for the project renewal to the SSHRE Committee early in order to obtain renewal of your approval to avoid disruption of your research.

*Note: The National code for research ethics requires you to comply with all institutional guidelines, rules and regulations and with the tenets of the Code including ensuring that all adverse events are reported promptly to the SSHREC. No changes are permitted in the research without prior approval by the SSHREC except in circumstances outlined in the Code. The SSHRE reserves the right to conduct compliance visit to your research site without previous notification.*

  
**Prof. A. S. Jegede**

## APPENDIX V

### BENEFITS OF PARTICIPATION IN TRAINING

- ❖ IDENTIFICATION TAG
- ❖ SEMINAR ON GOAL SETTING TRAINING
- ❖ SEMINAR ON RELATIONAL INTELLIGENCE TRAINING
- ❖ CERTIFICATE OF PARTICIPATION FOR THE TRAINING
- ❖ REFRESHMENT (OR STIPEND IN THE ABSENCE OF REFRESHMENT)

APPENDIX VI



Psycho-Education

***CERTIFICATE Of PARTICIPATION***

*This is to Certify that*



*attended and participated in*

**Goal Setting Training**

August 3rd - September 14th, 2021



Facilitator





# CERTIFICATE OF PARTICIPATION

*This is to Certify that*

\_\_\_\_\_ attended and participated in

**Relational Intelligence Training**

August 3rd - September 14th, 2021



\_\_\_\_\_  
Facilitator

## APPENDIX VII









**Pictorial evidences for training**