Empirical Examination Of The Factors That Lead To The Emergence Of Entrepreneurs In Kano State, Nigeria

Mustapha Muktar, (Ph.D)

Department of Economics, Bayero University Kano, PMB 3011, Kano-Nigeria

ABSTRACT: Entrepreneurship is beneficial in creating enterprises and jobs, to be an entrepreneur therefore; one has to possess some traits which are shaped in most cases by environmental and other factors. Despite the fact that Nigeria has many natural and human resources, its achievement on the level of entrepreneurship development is still very low although the federal government is making efforts in enhancing the entrepreneurial ability not only in the states but also in the entire nation. The study is based on Kano state which is the second largest city in Nigeria, a sensitive center of commerce and a nucleus of entrepreneurship activities, it examined the factors that determine the decision of individuals to became entrepreneurs with a view to determine how to motivate entrepreneurship. Three hundred and eighty six respondents were sampled and their responses were modelled using the logistic regression. It was identified that family background, acces to start up capital, family size and existence of market for goods and services are the major determinants of individual's choice to become entrepreneur, other factors include, the age of an individual, educational qualification, availability of infrastuctures and the availability of training on entrepreneurship. It was further discoverd that, formal trainings on entreprenurship were vitually absent in the area. It is recommended that, there is the need to make start up funds available to people in oder to boost entrepreneurship, this can be provided by the respective governments (state and local governments) and other stake holders.

Keywords: Entrepreneurship, Logit, Probit, Maximum Likelihood and Probability

I. INTRODUCTION

Entrepreneurship is used in connection with the innovative and creative morden businessess. An entrepreneur is a person who percieves business opportunities and takes advantage of unsatisfied consumers needs and satisfy it profitably, Entrepreneurship is widely considered beneficial in creating enterprises and jobs, to be an entrepreneur therfore, one has to possess some traits which are shaped in most cases by environmental and other factors, these traits could also be aroused by through training. Birley and Muzyka, (2002) opined that entrepreneurship is influenced by genetic powers, by family background, early business experiences, as well as the economic environment, thus socioeconomic environment does significantly influence the emergence of enterpreneurship and entrepreneural activity.

In Nigeria one of the major problems confronting the government is how to combat the unemploment especially among youth. According to Fatelink (2007) in any given year over three million Nigerians become qualified to join the labour market out of which only about 10% of this are opportuned to join the formal sector. Despite the fact that the country has many natural and human resources, its achievement on the level of entrepreneur is still very low despite the government effort in enhancing the entrepreneurial ability not only in the states but also entire nations.

In Kano State recently and present period the level entrepreneurship development is becoming more integrated because of the rapid development of commercial activities, the state is therefore, being regarded as sensitive and center of commerce and a nucleus of entrepreneurship centre. This paper is aimed at examining the factors that determine the decision of individuals to became entrepreneurs with aview to determine how to motivate entrepreneurship in Kano State. The scope of the paper is narrowed down to the metropitan Kano where most of the commercial activities are taking place, by and large the paper mainly dwelt on examining the factors that has influence on individual choice of being entrepreneurs, this is justified on the basis of the importance of entrepreneurship in providing employment opportunities to citizens as well as its central role in poverty alleviation and empowerment especially with the current economic hardship in the state and the country at large.

To this end, the paper is organized into four sections as; section one contains the introduction, section two contains the literature review and theoretical issues, section three contains the methodology and results and the last section contains the concluding remarks.

II. REVIEW OF RELATED LITERATURE

The French term entrepreneur means "One who undertakes innovations, finance business acumen in an effort to transform innovations into economic goods. It refers to a person who took an active risk bearing role in pursuing opportunities. This individual served as a bridge between someone who had the capital or money but choose not to personally pursue those opportunities. According to Organization of Economic Cooperation and Development (OECD,2006) entrepreneurship is a process through which entrepreneurs create and grow entrepresis to provide new products or services, or add value to products or services. According to them, the characteristics of seeking opportunities, taking risk beyond security and having tenacityto push an idea through to reality combined into special persfective that permeates entrepreneurs.

Birley and Mazyka (2002) described entrepreneurship as the process and activities that are undertaken by entrepreneurs. They identified two persfective of entrepreneurship. On one hand, there are those who see entrepreneurship as something related to founding and growing a business, they see it as the creation of significant new wealth through the implementation of new concepts. At the other end of the spectrum are those who see any novel activity which creates organizational change and economic value as entrepreneurship. On a general note, it was agreed by scholars that entrepreneurship is different from small business since most small businesses have have limited growth potential and are primarily focused on creating a fair return for the efforts of the small numbers of those who worked in the enterprise

Alot of researches were undertaken on determinats of choice to become an entrepreneur, most of these studies indicated that intentions to to begin a business increase as a result of exposure to certain types of entrepreneurship education Honig, (2004). Baron (2006) argued that individuals can be taught to identify opportunities by being taught how to search for them and where. He suggested that this can be done with the help of training and development. It can be seen that one of the factors that lead to emergence of entrepreneurship is education and training, this view therefore is in comformity with the morden management philosopy which assets that managers are made not born.

The multidimentional approach to entrepreneurship considered the complex nature of entrepreneurship and offers a multidimentional approach that emphasizes the importance of individual, the environment, the organization and the venture process, it outlines specific factors that relates to each of these dimensions as; for the individual factors that lead to the decision to be an entrepreneur include but not limted to need for achievement, previous work experience, age, education, job satisfaction, entrepreneural parents and risk taking propensity. On the environment factors such as funding availability, market, access to transportation, availability of land, attitude of the area population, living conditions, accessibility of suppliers, government influences and so on. The organizational and venture process factors include; type of firm and locating a busines opportunity.(Gartner, 1988)

Lall(1989) identified some factors that limits the development of entrepreneurship in an area as; inadequate incentives, in capability to lunch physical investment, as well as the lack of human capital in terms of skills, training and availability to absorb and apply new knowledge and undertakings of technological efforts. The above factors therefore if overcome will help to spur and stimulate entrepreneural activities in an area and by extension the emergence of business entities that would help in economic development.

Bosma and et.al (2009) in their effort to investigate the determinants of successful entrepreneurs adopted a multiple regression approach based on the ordinary least squares technique to measure the influence of each determinant on success, while controlling for the other determinants. They identified variables relating to human capital, financial capital, strategies for keeping up with the busines, social capital and control variables(gender). Each success measures the relations between determinants and success. The study discovered that; the amount of human capital is especially important for determining duration and profit, while financial capital is especially related to employment. Social capital and strategies for retrieving relevant information seem to be about equally important for all success measures. Specifically, entrepreneurs at higher age (age is used as a proxy to knowledge of the world) seem to make less profit and to create less employment than younger entrepreneurs do. However, the average duration of the founded firm is higher so also younger entrepreneurs have higher probabilities to quit the business early. The educational level of the entrepreneur also matters for success, though only when profits are considered. Experience is also important in determining success. Having had experience in the same sector as the newly founded business increases the probabilities of success in making

profits and in surviving. Having experience as an employee has a positive impact on the duration of the firm, not on profits or employment. Experience in self employment only matters for achieving higher profits. Financial experience is seen to be less favorable for the duration of the firm, while it is positively associated with employment.

An underlying anchor behind entrepreneurial intension approach is that being an entrepreneur is not accidental but instead is as a result of combination of personal and contextual factors, specially, in process of examining critical factors for starting new business the environmental factors, economic, political, sociological, and personal, idea/skill and motivation will give birth to new enterprises. The followings are identified as factors that determines the decision to be an entrepreneur, they are; environment, economic factors, political factors, idea and skills and entrepreneurial ability (Licht 2007). Bandura (1992) suggests that person's abilities to successfully perform specific task come from four key sources: mastery, experiences, modeling, social persuasion and judgments own physiological status. According to Dyer (1994) and Kourilsky (1995), early formation of career interests and additional studies and training indicate the entrepreneurship education at precollege level may be particularly effective in increasing interest in entrepreneurial career.

Dutta and Crossan (2005) stress the entrepreneurial opportunities as been important factors that determine the decision to be an entrepreneur. they defined this "as being a set of condition, business scene and targeted group or services that led to the introduction of one or new product or service in the market place by an entrepreneur or by an entrepreneurial team through an existing venture or nearly created one", they further recommended that environment has important role play to the creation of new business.

Hirsch and Peters (2002) stated that marketing condition in the growth of a new venture is critical to the venture's success and continuous survival. As business grow it will need to develop new product and services to sustain its uniqueness in a competitive market they elaborated on marketing as marketing is a crucial to the survival and growth of any organization. Essentially marketing brings goodwill to enterprises which in turn enhance its turnover, thereby boosting its profitability; to them the marketing function is central and strategic to firm's success and creation. Dandago (2010) in a study of women entrepreneurship in Kaduna state, Nigeria discovered that, providing entrepreneurial training and education at an early age is therefore, potentially important in the determining the preparedness in the enterprises and further recommended that state and federal government through their various agencies should invest adequate resources in developing the entrepreneurial skill of existing and prospective women entrepreneurs.

Theoretical Issues

Knight (1921) made his famous dissertation between "risk" (randomness with knowable probabilities) and uncertainty (randomness with unknowable probabilities) which has set forth the role of the entrepreneur in the theory of profit. Knight explicitly argues that entrepreneurs are owners of companies i.e. residual claimants and receive profit. In order to earn a positive profit the entrepreneur carries out three tasks: he initiates useful changes, he adapts to charges in the economic environment, and he assumes the consequences of uncertainty related to the company. According to him the aim of entrepreneurs is to assume the uncertainty related to these events, thereby shielding all other stakeholders against it i.e. the entrepreneur exercises judgment over these unique situations, the uncertainty in the economy, and function as insurance agent. He further argued that, the entrepreneurs are owners of companies, i.e. residual claimants and thus receiving profit.

Schumpeter (1934) proposed that entrepreneurship involve "creative destruction" he viewed it as the process whereby existing productions, processes, idea and business are placed with better ones. He believed that through the process of creative destruction, old, inefficient and ineffective approaches and products were replaced with better ones. He proposed that entrepreneurial ventures were the driving forces which bring this process of creative destruction which might further the important role that innovation plays.

The final contribution is the works of Drucker (1985) who contends that entrepreneurship involves maximizing opportunities, he added that entrepreneurs recognize and action opportunities. Drucker says that entrepreneurship does not just happen out of the blue but arise in response to what entrepreneur sees as untapped and underdeveloped opportunities. The above involves not only a few pieces from entrepreneurship long and colourful past, keep in mind that the history of entrepreneurship continues to unfold its history as still being written today, through ongoing research and studies of entrepreneur and entrepreneurship.

www.ijhssi.org 40 | P a g e

III. METHODOLOGY AND RESULTS

Historical Background of the of Study Area

Kano state is located in the north western part of Nigeria with an area of 20700 sq km, about 75% of the total populations of Kano state were engaged in agriculture, however, some important business activities started in the metropolis like livestock rearing, curving, pottery, textile production, tie dying, business center, hair dressing and others. It is a densely populated state with about ten million inhabitabts as per 1991 census. Most of the inhabitants of Kano were engegd in production of both local and foreign goods with old and famous markets in West Africa such as *Kurmi* market, *Sabon Gari* and *Kwari* market among others. Kano witness a new era of commercial activities during the reign of 11th emir of Kano as community, it is connected with Trans-Saharan trade in pre-colonial epoch. This supported the growth of its local industries especially textile production industries. These industries in Kano were engaged in export and internal trade to various parts of Africa and Nigeria in particular. Kano's good business adaptability evidently counts for its attraction and breeding of entrepreneural opportunities.

Methodology

The data used in this study consists of basically primary and secondary data. The Primary data were collected through the administration of questionnaire concurently with oral face to face intereview, this is justified on the basis that some of the respondents could not have the necessary formal education to read, comprehend and respond to the questionnaire, therefore the questions awere intrepreted to them and their responses recorded accordingly. Secondary data were obtained via the secondary sources which include journals, texts, reports and materials from the internete. Kano metropolitan area is choosen because of the concentration of business activities there. Three hundred and eighty six respondents were sampled using multi stage sampling technique. All the respondents were however atleast 18 years and above.

Model Specification

The model is based on utility maximizing behaviour of individual that has the choice between paid employment and and self employment, an individual will choose an option if the discounted expected life time utility from self employment is higher than that of paid employment. K/Mata (2008) Adopted this form of the model to study the decision of Nigerian graduates to either become self employed or Paid employed by applying the binary choice technique, specifically the probit regression, the model used by him is presented below;

```
Zi = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + U_i - \dots - (i)
```

Where Zi =graduate entrepreneurship, taking the value of 1 if a graduate is self employed and 0 if otherwise, the explanatory variables X_2 to X_{10} are Age, family background, funding/grant, infrastructures, marital status, peer influence, population density, educational qualification, gender and training respectively.

The above form of the model is adopted in this study with modifications, the model to be estimated here is specified as;

```
ENT = N(Xi)-----(ii)
```

Equation (ii) above shows that relationship between the propensity of being an entrepreneur ENT and its determinants Xi, the specific factors hypothesized are presented in equation (iii) below;

 $ENT = \beta_0 + \beta_1 FUN + \beta_2 FS + \beta_3 FB + \beta_4 INF + \beta_5 AGE + \beta_6 EQL + \beta_7 TRN + \beta_8 MKT + U_i - ----(iii)$

Where ENT = The propensity to be an entrepreneur taking the value of 1 if a respondent is willing to be an entrepreneur and 0 if he is not willing. FUN is the availability of funding opportunities taking the value of 1 if funds for start up business are available and 0 if otherwise, FS is family size measured by number of dependents to a respondent, FB is family background taking the value of 1 if a respondents family are entrepreneurs and 0 if otherwise, INF represents availability of infrastructures taking the value of 1 if infrastructure is available and 0 if otherwise (the infrastructures considered here are electricity, water supply and road networks only), Age is the age of respondent, EQL is the educational qualification of respondents measured by the number of years spent in formal institutions, TRN represents training received by a respondent on entrepreneurship it is binary taking the value of 1 if a respondent have received any training and 0 if otherwise, MKT is included to capture the existence of market/demand of goods and services which indicates unidentified needs, it takes the value of 1 if there exist market and 0 if otherwise. The apriori expectations of the parameters are that; β_0 , β_1 , β_2 , β_4 , β_5 , β_7 and $\beta_8 > 0$ while $\beta_6 < 0$ and β_3 is a dummy variable

The technique of estimation used is the Logit/Probit, they are log-linear models that allow the mixture of categorical and continue independent variables with respect to categorical dependent variable. The model employs cumulative distribution function (CDF) to run regressions where response variables are dichotomous taking 0-1 value. The CDF commonly chosen to represent 0-1 response models are the logistic and the normal, the former giving rise to logit and the latter to Probit (or Normit) Model. If the probability of an event

occurring is $P_i = e^z/1 + e^z$ then, $(1 - P_i)$ is the probability of the event not occurring given by $(1 - P_i) = 1 - e^z/1 + e^{z^i}$. Now Pi/ $(1 - P_i)$ is the odds ratio in favor of the event (the ratio of the probability that the event will occur to the probability that it will not occur). The ratio above is transformed after taking its natural logarithm to give $L_i = ln(P_i/1 - P_i) = Z_i = \beta_1 + \beta_2 X_i$; L is called the logit and hence the name logit model. The interpretation of logit model is such that the slope β measures the change in L for a unit change in X, the intercept β_1 is the value of log odds in favor of every happening if X is zero. Gujarati (2002) Logit estimation is used in this study due to the fact that the response versus dose data are not normally distributed, logit provides a better fit in the presence of extreme independent variable levels (Finney, 1952)

IV. RESULTS
Table 1: Descriptive Statistics of the Variables

Variable	Mean	Std. Dev.
FUN	0.74	0.22
FS	4	1.34
FB	0.67	0.01
INF	0.32	0.13
AGE	35.22	12.2
EQL	3.22	0.97
TRN	0.25	0.04
MKT	0.81	0.16

Source: Researchers Survey, 2012

From the survey conducted it was discovered that the average family size of the respondents is 4 while the mean age was found to be 35.22 years, the average number of years of formal education is 3.22 signifying that most of the respondents due not attain high level of formal education. Interms of availability of market it was discovered that there exist huge and untapped market interms of unsatisfied demand for goods and services in the study area, so also funding opportunities are available to a larger extent, however availability of infrastructures and training on entrepreneural activities are poor among the respondents. Empirical Result

Table 2: Result of Logit Regression (Ent. as dept. Variable)

Variables	Coefficients	Standard error	Probability
Constant	0.012	0.034	0.001
FUN	0.431	0.130	0.005
FS	0.347	0.018	0.564
FB	0.093	0.104	0.564
INF	-0.013	-0.011	0.674
AGE	-0.054	-0.013	0.564
EQL	-0.562	-0. 214	0.050
TRN	-0.014	-0.010	0.786
MKT	0.786	0.241	0.001

Mc Fadden $R^2 = 0.66$ H-L Stat. = 2.44 Andrew Stat. = 18.45

Loglikelihood = -19.45

Source: Researcher's Computation Using Stata 11

$$ENT = 0.012 + \beta_1 \ 0.431 + \beta_2 0.347 + \beta_3 0.093 - \beta_4 0.013 - \beta_5 0.054 - \beta_6 0.562 - \beta_7 0.014 + \beta_8 0.786 + U_i$$

$$(0.034) \quad (0.13) \quad (0.028) \quad (0.10) \quad (-0.010) \quad (-0.010) \quad (-0.21) \quad (-0.01) \quad (0.24)$$

From table 2 above, the coefficients are interpreted as the change in the probability of a respondent becoming an entrepreneur with respect to a unit change in the independent variables calculated at mean values. In the case of dummy variables like FB this implies that the probability of respondents becoming entrepreneurs increases when his fmily background is entrepreneural because studies have shown that offsprings of parents that are entrepreneurs are more likely to be entrepreneurs.

The empirical result revealed that, the variables FUN, FS and MKT are statistically significant at 5% level of significance while the rest of the variables including the constant term are found to be statistically insignificant at 5% level of significance. The result also revealed that; all things being equal, the Probability of

respondents to become entrepreneur in the study area is about 1%. However if respondents access to funding incress by one *Naira* then, the probability to become entrepreneurs will increase by 43%. If respodents' family size is increased by one the probability of being an entrepreneur will increase by 35%. Respondents in which their family backgrounds are entreprenuers are more likely to become entrepreneurs justified by an increase in probability by 9%. The relationship between the probability of becoming an entrepreneur and availability of infrastructures was found to be negative and according to the result, an increase in availability of infrastructures is likely to reduce the probability of becoming entrepreneurs by 1%. Age, of respondents, Educational qualification and training on entrepreneurship have a negative relationship with the probability of becoming an entrepreneur and if age is incressed by 1 year, years of education is incressed by one year and provision of entrepreneurship training, then the probability to become an entrepreneur will decrease by 5%, 56% and 1% respectively. The availability of market represented by MKT captured the unsatisfied needs and demand for goods and services, if the demand increases by one then the probability to become an entrepreneur is likely to increase by 79% which shows that one of the most important factors that determines and sustain the decision of being entrepreneur in Kano is the existence of large market and effective demand for goods and services.

The McFadden R² is about 66% suggesting a high degree of explanatory power of the independent variables. A goodness of Fit test was conducted using Hosmer-Lemeshow (H-L) and Andrews Tests, the H-L Statistics was found to be 2.44 and Andrews's statistics is 18.45 both statistics were within acceptable level and hence the model estimates fits the data at acceptable level.

Policy Implications of the Result

Based on the regression result, there is evidence that availability of funding interms of start up capital, family size, existence of large market and family background are the most important determinants of entrepreneurship in Kano state, however the sign of the coeffecient of family background does not comform to the a priori expectation which may be as a result of measurement errors or the quality of the data used. Infrastructure, age of respondents and the coeffecient of training on entrepreneurship do not carry correct sign as earlier specified, this may be due to the fact that they are not important factors motivating the decision to become entrepreneurs in the study area, by and large the wrong sign carried by these variables may be due to measurement errors too.

The coeffecient of educational qualification though having the correct sign as specified was found to be statistically insignificant in explaining the probability to become entrepreneur, it can be deduced that the more educated an individual is the more the chances for him to join paid and formal employment and therefore less likely be become an entrepreneur, this is however not suprising considering the nature and forms of the businessess that prevailed in the study area where by little formal education is needed to start up as its mainly trading and other imformal businessess that rquires little or no training, attached to this is the reason why the coeffecient of training is found to be insignificant.

The coeffecient of infrastucture induces a very low probability to the decision to become entrepreneur possibly due to the fact that, the infrastuctural condition of the study area was very poor and partly due to the fact that the infrastructures considered are electricity, water supply and road networks only other forms of infrastructures that are important may be left out. However, it is important to stress that the poor electricity and water supply in the study area coupled with poor road networks are not encouraging the emergence of entrepreneurship in the study area and therefore individuals resort to finding alternatives or adopting to the poor conditions and hence, they do not attach much importance to them as part of their decision factors to become entrepreneurs as they have little or no influence.

V. CONCLUSION

Entrepreneurship is very important activity interms of employment generation and poverty reduction, it is considered as engine of growth especially in developing countries like Nigeria. Kano state being the second larges city and commercial centre in Nigeria have experienced the spur of entreprenuership over the years. The study have identified family background, acces to start up capital, family size and existence of market for goods and services to be the major determinants of indivudual's choice to become entrepreneurs, other factors include, the age of an individual, educational qualification, availability of infrastuctures and the availability of training on entrepreneurship. Respective governments (state and local governments), the non governmental organizations, community based organizations, self help groups, and other sources of finances are therefore urged to make available funds necessary for start up. Government should also mediate between financiers and the individuals so that the funding can be extended to individuals at soft and affordable terms.

Government should come with a special programmes and vocational training on entrepreneurship that will expose both the existing and to be entrepreneurs on morden marketing and other related practices that will further boost the growth and development of entrepreneurship in the study area. The market as an important determinant of entrepreneurship need to be more organized and coordinated, as marketing is taking place in vitually every nook and corner of Kano city, the respective governments should as a matter of urgency organize and provide designated market place for traders and businessmen such that their activities can be more effective, more organized and by extension more profitable.

REFERENCES

- Bandura, A. (1969) "Social learning Theory of Identificatory Process" in Rand McNally, pp213-262. [1].
- Baron, R.A (2006) "Opportunity Recorgnition as Pettern Recorgnition, Conect the dots to Identify New Business Opportunities" Academy of management persfectives, UK
- [3].
- Birley, S.& Muzyka D.(2002) "Mastering Entrepereneurship". Financial Times. Bath Press great Britain.
 Bosma, N., Acs, Z. Autio, E., Coduras, A. & Levie, J. (2009). "Global Entrepreneurship Monitor, Executive Report" Babson [4]. Park, MA, US: Babson College, Santiago, Chile: Universidad del Desarollo. UK: Global Entrepreneurship Research Association.
- [5]. Drucker, P.F (1985). Innovation and Entrepreneurship. Harper and Row Publishers. New York.
- Dandago K.I (2010). "Assessment of Skills Development on Women Entrepreneurial competence in Kaduna, Nigeria". [6]. Unpublished Seminar, Bayero University Kano
- Dutta, D.K. & Crossan, M. (2005). "The nature of entrepreneurial opportunities: Understanding the process" using the 4I [7]. Organizational learning framework. Entrepreneurship Theory & Practice, 29(4), 425-449.
- Dyer, W. G. Jr. (1994). <u>Towardsa Theory of Entrepreneurial Careers</u>. Entrepreneurship Theory and Practice, 19, 7-21. Fatelink (2007) "*The Entrepreneural Genesis Why Entrepreneurship?*" Business day, Monday September. [8].
- Gartner, W.B (1988) " Who is an Entrepereneur, is the wrong Question" American journal of Small Business Vol 11 No12 [10].
- Gujarati D. N(2002) Basic Econometrics. Mc Grawhill Publishing Co. New Delhi. [11].
- [12]. Hirsch, R.D and Peters, M.P (2002). Entrepreneurship. McGraw-Hill.
- Honig, B(2004) "Entrepreneurship Education: Towards a Model of Contingency Based Planning" Academy of Management [13]. Lerning and Education U.K
- ſ14<u>1</u>. Knight, F.H.(1921). Risk, Uncertainty and Profit. New York: Harper and Row.
- [15]. K/Mata B.A (2008) "Impact of Entrepreneurship Development Programme in Facilitating Graduate Self Employment in Nigeria" Unpublished Ph.D Thesis, bayero University Kano-Nigeria.
- *[161.* Kourilsky, M.L. (1995), "Entrepreneurship Education: Opportunity in Search of
- Curriculum, Center for Entrepreneurial Leadership" Ewing Marion Kauffman [17].
- [18]. Foundation, Kansas City, MO
- Lall, S (1989) "Structural Problems of African Industry" Unpublished paper presented at Alternative Africa Development [19]. Strategy Workshop. Oxford.
- [20]. Licht, A. N. (2007), "The entrepreneurial spirit and what the law can do about it". Comparative Labor Law & Policy Journal, 28(4), 817-862.
- Muktar, M. (2008) "The Role of Micro Finance Banks in Promotion and Development of Entrepreneurship in Semi Urban and [21]. Rural Areas of Nigeria" AGBA Conference Proceedings Malaysia.
- [22]. OECD (2006) "Entrepreneurship and Local Economic Development" OECD LEED Publishers USA.
- [23]. Schumpeter, J (1934) The Theory of Economic Development. Harvard University Press