
ENTREPRENEURIAL SKILLS AND ORGANIZATIONAL SUCCESS OF ENTERPRISES IN UYO METROPOLIS, AKWA IBOM STATE

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ABSTRACT

This study centered on Entrepreneurial skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State. The major objective was to assess the relationship between Entrepreneurial skills and organizational success in Uyo Metropolis, Akwa Ibom State. Survey research design was applied in the study as adapted questionnaire were used in eliciting responses from the respondents. The population of the study was 226, while the sample size was 144 as determined using Taro Yamane sample size determination technique. Adapted questionnaire was used in generating the needed primary data for the study. The data generated were analyzed using Pearson Product Moment Correlation (PPMC) analysis. Results from the study showed that there is a positive and significant relationship between personality skill and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State; and there is a positive and significant relationship between communication skill and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State. It was concluded that there is positive and significant relationship between Entrepreneurial skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State. Based on these findings, it was recommended that Entrepreneurs should have guidance to solve conflicts that might be problematic at their workplace. And effective entrepreneur has to be an expert at mollifying conflicts that can damage relationships and, therefore, have a negative impact on the business.

Keywords: Entrepreneurial skills, personality skills, communication skills, Human organizational success

1.0 Introduction

The aim of many organizations today is to achieve success. organizational success is a multidimensional concept according to Kose and Kouzes (2019), considers that organizational success can be determined from two aspects, quantitative and qualitative, in terms of planned goals, duties, and activities, through interactive integration between all parts of the system, and despite the possibility of measuring success in absolute and relative terms, but there are different types of success, there is administrative success, organizational success, technical success, and economic success. Fleck (2009), emphasizes that organizational success refers to the ability of organizations to achieve their goals by owning human resources, which are characterized by the skills high and integrated, through its ability to exchange ideas during work, so that they are united by one goal and common goals, which enables the organization to reach excellence.

Salah's (2019) opined that success of the organization depends on its ability to manage well, which enables it to obtain renewable knowledge, experiences, building ideas, successful analysis of experiences and skills, and the organization's competitive history in the same sector. In order for organizations to be able to succeed, survive, continue and sustain themselves, and renew themselves strategically, they need to have the tools, methods, capabilities and capabilities that enable them to achieve those goals.

Although, organizations have been searching diligently to develop their capabilities so that they can keep pace with developments, changes and environmental challenges, however, with respect to organizations such as the Enterprises operating by entrepreneurs in Uyo Metropolis, Akwa Ibom State has not been able to develop such skill and capabilities which tend to affect their performance. Entrepreneurship skills are simply business skills which an individual acquires to enable him function effectively in the turbulent business environment as an entrepreneur. The importance of entrepreneurial skills development by the entrepreneurs in the economy has been the subject of increased attention in Nigeria and the world over in recent years. The entrepreneurs, who have not acquired skills necessary to enable them to be self-employed either in public or private sector of the economy, makes its organization very vulnerable to failure in due time because successful entrepreneurship hinges upon the possession of a set skills. However, people engage in it without acquiring much skills and competences that will help them to effectively operate businesses and also enhance their success in whatever walk of life (Salome, Osita & Marcel, 2012).

An entrepreneur should be someone who has innovative ability to create something new and different, seeks opportunities, starts a business, takes risks, develops ideas and manages available resources to succeed. They are agents that overcome obstacles to build their enterprises in an entrepreneurial relationship by being change agents through recognition of opportunities, exploring it through innovation and creativity (Ajuluchukwu & Okute, 2020). The benefits of entrepreneurial activity are not restricted to entrepreneurs alone. Rather, entrepreneurs have impact on the well-being of the economy as a whole. Review of extant literature revealed that the ability of the organizations to achieve it success has been inhibited by lack of skills on the part of the entrepreneurs. Brouwer (2002) opined that acquisition of entrepreneurial skills means possessing the ability to find and evaluate business opportunities, gather the necessary resources, initiate appropriate actions to ensure success; and implement actions to take advantage of opportunities for rewarding outcomes.

Entrepreneurial skills complement an entrepreneur to analyze situations, opportunities, and environment and assist the business manager in managing and assuming a business's risk and reward. Entrepreneurial skills include but not limited to the following: Personality skill,

Communication skill, human relations skill, functional skills; team selection and team development, entrepreneurial literacy, decision-making, problem-solving skills, planning, organizing and controlling. However, this study focused on personality, communication and human relations skills among entrepreneurs of SMEs. Hence, this study came to focus on the, entrepreneurial skills and organizational success of enterprises in Akwa Ibom State.

1.2 Statement of the Problem

Entrepreneurship is the drive and ability of an individual to provide innovative goods and services for profit purpose. Thus, entrepreneurship is a dynamic economic activity geared towards promoting and maintaining monetary resources of business minded individuals in any society. The ultimate benefit of setting up any entrepreneurship ventures is to tackle unemployment, though it was observed by Scholars, Authors and practitioners that entrepreneurs struggle to survive and grow beyond their first two years, and even the ones surviving will be operating at sub-optimal level because of lack of necessary entrepreneurial skills needed of these ventures to become successful. Researchers have acknowledged the existence of multifarious factors such as technological changes, societal changes, and instability of government and poor policies among others that is affecting the life span of business enterprise (Ezewanfor & Okoli, 2010). Ezewanfor and Okoli (2010) observed that although, there are several external factors affecting the entrepreneurial success in Nigeria, the major factors are internal, and are centered on lack of relevant skills such as; personality skill, communication skill and human relations skill among others. Many practicing entrepreneurs have the initiative to start a new venture but lack the tools, support and skills needed to succeed.

Unfortunately, the problem of this study is that entrepreneurs in Enterprises in Uyo Metropolis, Akwa Ibom State do not appear to be thriving in entrepreneurship as expected possibly due to lack of developing relevant skills among other factors. Researchers and authors such as (Esubalew & Raghurama, 2020; Soto & John, 2016). Arnaout and Espositor(2018) and Bradford and Robin (2014) have outlined personality, communication, human relation, and management skills among others as necessary for entrepreneurial success. However, the extent each of these set skills are needed is likely to differ from one location to another. Hence, this has created a vacuum for the study, because different entrepreneurial skills are needed for organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State.

1.3 Objectives of the study

This study was undertaken to find the relationship between entrepreneurial skills and organizational success of enterprises in Akwa Ibom State. However, the following specific objectives are to be achieved:

- i. To investigate the relationship between communication skill and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State
- ii. To investigate the relationship between personality skill and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State
- iii. To investigate the relationship between human relation skill and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State.

1.4 Research Questions

- i. What is the relationship between personality skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State?

- ii. What is the relationship between communication skills and organizational success of Enterprises Uyo Metropolis, n Akwa Ibom State?
- iii. What is the relationship between human relation skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State?

1.5 Statement of Hypotheses

The following null hypotheses were formulated for this study;

- H01: There is no significant relationship between personality skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State
- H02: There is no significant relationship between communication skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State
- H03: There is no significance relationship between human relation skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State

1.6 Significance of the Study

The findings of this study would be of immense benefit to the organizations under study, entrepreneurs, future researchers, as well as the governments and people of Akwa Ibom State. For entrepreneurs, the findings of the study would expose them to the set of skills needed for entrepreneurial success. This could motivate them to participate in entrepreneurial training programs to acquire the skills and go into self-employment instead of looking for less lucrative jobs that are not even available.

Future researchers would use the findings of this study as reference material for related studies. This study would benefit researchers by tapping into the pool of knowledge provided in the study. Researchers would be motivated by the findings of this study to carry out research on the gray areas suggested for further studies.

Finally, the nation at large would benefit from the findings of this study, as they will be propelled to address the inability of entrepreneurs to meet the required set of skills. The findings of the study would make them conduct a thorough evaluation exercise on business education programs and make necessary adjustments by providing training schemes for entrepreneurs and providing the necessary educational infrastructures that can help students acquire the needed entrepreneurship skills with which to win the war against the increasing rate of failures in the organizational sector.

1.7 Scope of the Study

The study centered on the entrepreneurial skills and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State. As such, the scope of the study covered the concept of entrepreneurial skills, its dimensions, and the concept of organizational success. Equally, the entrepreneurial skills variables used in the study are personality skills, communication skills, management skills, and human relations skills. In terms of unit/analytical scope, individuals considered as sample size for the study comprise the entrepreneurs and managers in selected small and medium-scale enterprises in the Uyo metropolis under study only. Geographically, this study was carried out in Enterprises Uyo, Akwa Ibom State.

1.8 Limitations of the Study

The study centered on entrepreneurial skills and organizational success. As such, the study is limited to the content areas of entrepreneurial skills and organizational success. Equally, the entrepreneurial skills variables that will be used in the study are personality, communication, and human relations skills. Geographically, the study was limited to Enterprises in Uyo metropolis in Akwa Ibom State.

The study made use of a questionnaire to generate responses from the respondents; hence, the results of this study will be limited to the truthfulness of the responses that will be generated from the respondents. Most of the respondents sampled will be careful in disclosing what they refer to as "classified information," as the information is perceptively reserved for the organization's internal operations. The researcher resolves this challenge by asking questions that will not elicit information on sensitive issues within the organization.

REVIEW OF RELATED LITERATURE

2.0 Conceptual Framework

This section of the study centered on a review of related literature used in the study. This chapter was basically considered in three sub-sections, namely: conceptual framework, theoretical framework, and empirical review. Starting with the conceptual model, this chapter of the study was considered as follows:

Conceptual Framework

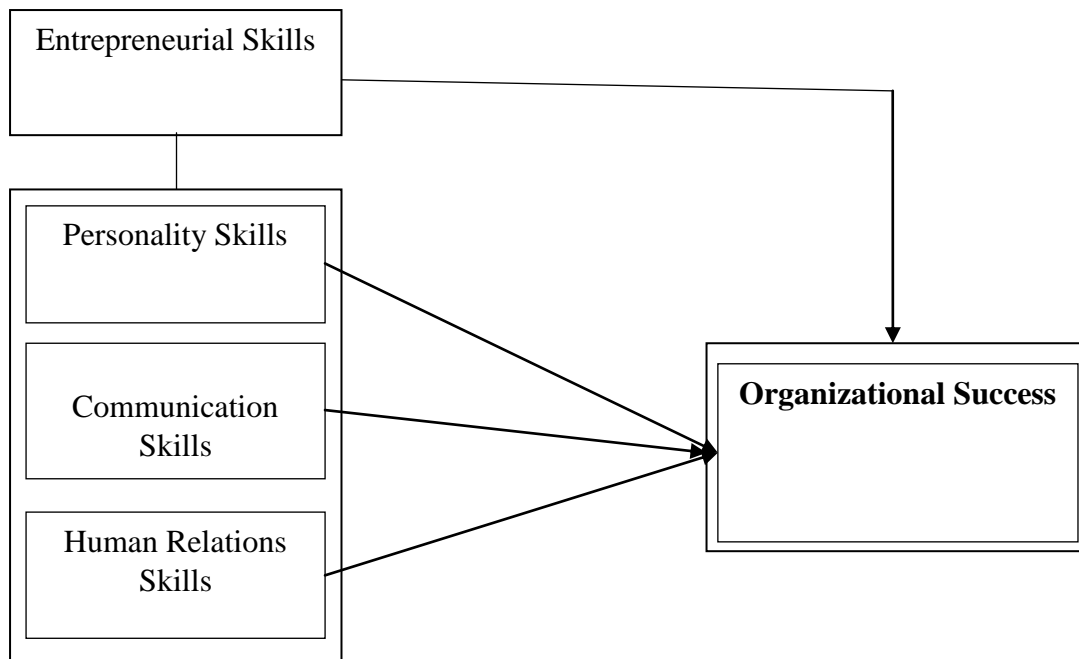


Figure 2.1: Conceptual Model of the Study. Source: Researcher (2023)

2.2 Concept of Entrepreneurial Skills

Modern business operations are faced with stiff competition, particularly due to ever-changing customer tastes and preferences. This phenomenon means that SMEs have to cope

with the changes by embracing entrepreneurial skills in order to attain competitiveness and survive in a competitive environment. Entrepreneurial skills are the capabilities an entrepreneur possesses in order to run a business (Hisrich & Peter, 2002), whereas competitive advantage refers to implementing strategies that are not copied and implemented concurrently by existing and potential competitors (Barney, 1991). Entrepreneurial skills are needed by managers for the development and running of their businesses (Papulová, 2007). It has been defined by Javadin et al. (2010) as specialized technical knowledge that entrepreneurs should possess in order to perform their roles, and these skills are acquired through learning and experience.

Entrepreneurial skills are abilities that drive attitude changes to be able to have skills, create their own results, and solve problems on an ongoing basis. Entrepreneurial skills are an illustration of entrepreneurial competence. Entrepreneurial skills are skills that are acquired by entrepreneurs and help them recognize business opportunities, strengths, weaknesses, and threats in an environment of business. Entrepreneurial skills are simply business skills that an individual acquires to enable him to function effectively in entrepreneurial activities (Folahan & Omoriyi, 2006). Entrepreneurial skills may also be defined as skills required in identifying business opportunities and mobilizing resources to convert these opportunities into profitable undertakings. Thus, the acquisition of entrepreneurial skills means combining personal characteristics and financial resources within one's environment and taking advantage of them for a rewarding outcome.

2.1.2 Personality Skills

No two entrepreneurs think alike in their business ventures. Successful entrepreneurs are individuals who detect and exploit opportunities, make rapid decisions under uncertainty, and are hard-working, goal-oriented, and willing to take risks (Brandstätter, 2011). Entrepreneurs have also been characterized as "generalists" or "jacks of all-trades" who must be able to perform a wide range of job tasks to succeed. Lazear (2004) and Frese (2007) identified the following personality skills associated with both business creation and entrepreneurship success as follows: need for achievement, innovativeness, proactive personality, generalized self-efficacy, stress tolerance, autonomy, and internal locus of control. Additionally, Brandstätter (2011) posited that higher conscientiousness, openness, extraversion, and lower neuroticism distinguished entrepreneurs from managers, and these traits also predicted entrepreneurial success. Personality skills such as conscientiousness, emotional stability, extraversion, openness to experience, neuroticism, and agreeableness were essential for entrepreneurial success (Soto & John, 2016). McClelland, in Beugelsdijk and Noorderhaven (2005), posited that entrepreneurial behavior can be associated with personality skills like moderate risk-taking propensity, a preference for energetic or novel activity, the tendency to assume personal responsibility for successes or failures, and a high need for achievement.

2.1.3 Communication skills

Communication skills can be defined as the ability to share ideas and feelings effectively. Good communication helps us better understand people, situations, happenings, and events. Developing communication skills can help us avoid conflicts and also help in better decision-making (Arnaout & Esposito, 2018). Strong communication skills can have a more significant impact on a small or medium enterprise. Great communicators bring solutions, drive change, and motivate and inspire their colleagues. Improving communication skills will

lead to better employee engagement, teamwork, decision-making, and interdepartmental communication in the work environment.

Effective communication within a small or medium enterprise will result in more productivity, consistency in the workflow, and strong business relations between the employer and employee. Also, it will lead to better control of the enterprise, an advanced professional image that will attract many customers, a better response from all stakeholders, quick problem solving, and strong decision-making (Pisicchio & Toaldo, 2021). Communication skills are the soft, critical skills employers are looking for in their employees. These communication skills include listening attentively and having the ability to communicate. Listening attentively would enable you, as an entrepreneur, to better understand what the customer is communicating, build relationships, mediate problems, and negotiate with other businesspeople (Arnaout & Esposito, 2018). The entrepreneur needs to be able to communicate orally and via written word, as it will be important when conveying information to customers who purchase their goods via the internet or online and those with hearing disabilities.

2.1.4 Human Relations Skills

Human relations skills are the life skills we use every day to communicate and interact with other people, both individually and in groups. People who have worked on developing strong interpersonal skills are usually more successful in both their professional and personal lives (Contreras, 2013). Developing more harmonious relationships with others is generally encouraged by society, as doing so facilitates all sorts of agreements and transactions, whether commercial or non-commercial, and has even been tied to better health and emotional well-being. In their view, Bradford & Robin (2014) opined that human relations are also known as "interpersonal skills because they are social skills that facilitate interaction and communication with others. These are human relationship skills that help in the interaction among people in an environment of conflicts or cooperative behaviors. Shageeva et al. (2012) noted that human relations skills are to be developed in the course of the educational process. These skills are necessary for solving problems in human resource management, conflict resolution, and information processing, among others.

2.1.6 Organizational Success

Researchers and writers are still searching for a clear and specific concept of organizational success, as they find themselves in front of a moving picture shrouded in ambiguity and the lack of clarity of its methodological and procedural frameworks, as its concepts are intertwined because they overlap with a number of terms mentioned in the management literature, so their vision is mixed about this important concept. Some of them see it as an organizational success, and others find it a competitive success or a strategic success. Some of them refer to it as a long-term success, while others describe it as an operational success, but in the end, it refers to the success of the organization in a comprehensive sense (Mahmoud, 2017). As success is considered the highest goal that organizations seek to achieve through their individuals and organizational units and by using and applying many administrative and technical methods to reach it (Al-Enezi et al., 2019, 80), Organizational success is of great importance to organizations because it is through it that they can achieve their desired goals, compete, and stay ahead of competing organizations (Ali, 2018).

Organizational success, according to Kaliannan and Adjovu (2015), reflects the organization's ability to survive, continue and perpetuate, and achieve goals through management and workers performing the tasks and duties entrusted to them in the best way. Vayyavur (2015) finds that the concept of organizational success refers to the existence of an effective strategy for organizational resource planning in order to gain a competitive advantage and that organizational factors act either as an aid or as an obstacle to successful resource planning. Fleck (2009) emphasizes that organizational success refers to the ability of organizations to achieve their goals by owning human resources, which are characterized by high and integrated skills and the ability to exchange ideas during work so that they are united by one goal and common goals, which enables the organization to reach excellence.

From the researchers' point of view, the concept of organizational success reflects the organization's ability to harmonize between its internal and external environments, its exploitation of its resources, and its ability to create additional value for its customers, which leads to its survival and continuity in a changing and highly competitive environment. All organizations of different types, objectives, and activities need to use different criteria to judge their success, so it has become recognized that there is no single global standard specific to judging the success of organizations; it is difficult for an organization to be successful in all aspects or a failure in all aspects (Hareem, 2010). Organizations must be based on criteria that show the extent of their success in achieving their goals (Al-Karkhi, 2010).

2.1.7 Entrepreneurial Skills and Organizational Success

Entrepreneurial skills refer to the ability of an individual to identify an opportunity and facilitate its growth sustainably and effectively. For one to perform exemplarily in enterprise ventures, such literacy is usually paramount. A review of the literature will reveal that the ability or capacity of organizations to achieve success is inhibited by a lack of skills in the presentation and development of the organization (Esubalew & Raghurama, 2020). Therefore, this research will study the effect of entrepreneurial skills on the organizational success of enterprises. Organizations that deploy entrepreneurial skills are likely to perform better in the market than those that employ average managers. Appropriate habits change, you have an attractive product range, and you gain market share. Such skills will help entrepreneurs provide good services to the consumers of their products, create a good relationship with the customers, make goods and services that satisfy their products, and give them the ability to look for market opportunities and advertise that promote their business products and sales promotion.

Entrepreneurs with entrepreneurial skills are significantly associated with profitability and consumer satisfaction. Profits are obtained by deducting the variable cost of production from the total revenues received in that fiscal year. Entrepreneurial skills help organizations find it easy to survive and make profits without struggling to exist in an environment with high competition. Entrepreneurial skills promote innovation in business as managers and entrepreneurs are likely to identify new opportunities in the market and find ways to fill the gaps and turn them into profit-making activities (Esubalew & Raghurama, 2020).

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interaction among people in an environment of conflict or cooperative behavior. Shageeva et al. (2012) noted that human relations skills are to be developed in the course of the educational process. These skills are necessary for solving problems in human resource management, conflict resolution, and information processing, among others. Human relations skills focus attention mostly on human interaction in the work environment with the hope of understanding fellow workers and clients, relating to and dealing harmoniously with them, and adapting to environments or situations as they arise so as to facilitate the achievement of the goals of individual employees and the organization.

Humans are social beings, so the manners in which we interrelate with others and our ability to establish positive relationships have an enormous impact on our success in different areas of our lives. This is especially important when a person is running a business and dealing with customers, suppliers, employees, investors, and others on a regular basis. Human beings live and work together, and they need some skills to encourage them to be highly productive. Human relations try to find out what behaviors and attitudes encourage people to work and be productive. Nwosu (2002) affirmed that human relations are the interaction and integration of people into a work situation that motivates them to work together productively, cooperatively, and with economic, psychological, and social satisfaction. Human relations could be said to be the ability to get along with others. This skill is expected from office managers, directors, and entrepreneurs.

2.2 Theoretical Framework

2.2.1 Skill Acquisition Theory (Dekeyser, 2007)

The theory of skill acquisition is central to this study. According to Dekeyser (2007), the fundamental premise of the skill acquisition theory is that the learning of a wide variety of skills shows a remarkable similarity in development from initial representation of knowledge through initial changes in behavior to eventual fluent, spontaneous, largely effortless, and highly skilled behavior, and that this set of phenomena can be accounted for by a set of basic principles common to the acquisition of all skills. In sum, as mentioned by Speelman (2005), skill acquisition can be considered a specific form of learning, where learning has been defined as "the representation of information in memory concerning some environmental or cognitive event". Therefore, according to him, skill acquisition is a form of learning where "skilled behaviors can become routine and even automatic under some conditions". And, as a general theory of learning, it claims that adults commence learning something through largely explicit processes and, with sufficient practice and exposure, move into implicit processes. This theory is relevant to this study as it portrays skill acquisition as a learning process that can translate to having skilled manpower, which can work towards enhancing the economic development of any given nation.

2.2.2 Human Capital Theory Becker (1964)

Human capital theory was developed by Becker in 1964. Galiakberova (2019) postulates that human capital refers to skills and knowledge that individuals acquire through investments in schooling, on-the-job training, and other types of experience. It comprises the stock of knowledge and skills that resides within individuals. Specifically, it includes the unique insights, skills, cognitive characteristics, and aptitudes of entrepreneurs. It also includes achieved attributes, accumulated work, and habits that may have a positive or negative effect on productivity. It represents a resource that is heterogeneously distributed across individuals

and is thus central to understanding differences in opportunity identification and exploitation (Fatoki, 2011).

The theory suggests that individuals with more or higher human capital achieve higher performance when executing tasks. The theory maintains that knowledge provides individuals with an increase in their cognitive abilities, leading to more productive and efficient potential activity. Therefore, if profitable opportunities for new economic activity exist, individuals with more or higher-quality human capital should be better at perceiving them. Once engaged in the entrepreneurial process, such individuals should also have superior abilities for successfully exploiting opportunities.

2.2.3 Opportunity-Based Theory (Drucker, 1985)

The opportunity-based theory was propounded by Drucker (1985). Drucker proposed that entrepreneurs do not cause change (as claimed by Schumpeter) but exploit the opportunities that change in technology and consumer preferences. He further stated that the entrepreneur always searches for change, responds to it, and exploits it as an opportunity. Apparently, Drucker's theory emphasizes that entrepreneurs have an eye more for the possibilities created by change than the problems.

According to Drucker (1985), setting opportunities is a central element in defining entrepreneurship. For Drucker, the entrepreneur will always see the opportunities rather than the obstacles developed by change. In order to succeed, an entrepreneur has to be market-oriented and, moreover, market-driven. Drucker's theory is based on two important factors, which are innovation and resources: innovation depends on resources, and resources gain importance only when perceived to possess economic value. Innovating new ideas as well as new products or any elements related to his business helps him increase his productivity. The theory explains that there is a complex relationship between innovation, resources, and the behavior of entrepreneurs. Drucker had derived three main points that help explain the role of entrepreneurs:

1. Entrepreneurs increase the value and satisfaction of the customer through the efficient utilization of resources.
2. Entrepreneurs are responsible for the creation of new values.
3. Entrepreneurs must combine the existing materials and resources.

Opportunity-based theory is relevant to the present study because business education graduates will be equipped with skills to harness the untapped business opportunities in South-West Nigeria and other parts of the nation due to the dynamic nature of the marketplace brought about by changes in technology, marketing, financial, social, and cultural changes that will contribute to their entrepreneurial success. The opportunity-based theory is related to this study because it provides a clear picture of the resourcefulness of skills needed by business education graduates because it will make them not only think about creating new products in the marketplace but also see that they increase customer satisfaction from the resource exploited.

2.2.4 Schumpeter's Theory of Innovation (1949)

The Innovation Theory of Schumpeter was propounded by Joseph Schumpeter in 1949. The theorist proposed that entrepreneurship is the catalyst that disrupts the stationary circular flow

of the economy and thereby initiates and sustains the process of development. Embarking upon new combinations of the factors of production, which Schumpeter succinctly called "innovation," entails how the entrepreneur activates the economy to a new level of development. To Schumpeter, entrepreneurs are individuals motivated by a will for power; their special characteristics are an inherent capacity to select correct answers, energy, will, and mind to overcome fixed talents of thoughts, and a capacity to withstand social opposition. Schumpeter introduced the concept of innovation as a key factor in entrepreneurship in addition to assuming risks and organizing factors of production. Schumpeter defined entrepreneurship as "a creative activity". An innovator who brings new products or services into the economy is given the status of an entrepreneur. The theorist regards innovation as a tool for entrepreneurs. The entrepreneur is viewed as the engine of growth and sees the opportunity for introducing new products, new markets, new sources of supply, new forms of industrial organization, or the development of newly discovered resources.

Schumpeter makes a distinction between an innovator and an inventor. An inventor discovers new methods and materials. On the contrary, an innovator is one who utilizes or applies inventions and discoveries in order to make new combinations. An inventor is concerned with the technical work of his invention, whereas an entrepreneur converts the technical work into economic performance. An innovator is more than an inventor because he does not only originate as the inventor does but goes much farther in exploiting the invention commercially. Schumpeter's innovation theory has some relationship with the current study in that when business education graduates enter the business space with innovative skills to create, introduce, and market new products that would enhance their entrepreneurial success in Nigeria, particularly Akwa Ibom State, Going by this theory, entrepreneurs will need to require the innovation, foresight, and creativity that have kept organizations successful in Akwa Ibom State.

The innovation theory focuses on an entrepreneur who is adaptable and can overcome all sorts of economic difficulties and obstacles. But in the social and political fields, he may be quite weak. Therefore, Schumpeter's regard for innovations as the main cause of economic development is far from reality because the economic development of a country does not depend only on innovations but also on many economic and social factors. As a result of these drawbacks, the next theory, opportunity-based theory, is reviewed.

2.3 Empirical Studies

Muogbo & John-Akamelu (2018) examined the impact of entrepreneurial skill in reducing youth unemployment in Nigeria with reference to ABC Transport Company in Anambra State. The broad objectives of this study are to examine possible ways of eradicating unemployment through the introduction of entrepreneurial skills. The study has a descriptive survey design. Questionnaire items were distributed to 160 respondents to gather factual information about the topic. Their responses were tested using appropriate statistical tools like the simple percentage and the chi-square method. The study found that entrepreneurial skills and businesses play a role in youth employment in Nigeria through entrepreneurial development. Furthermore, it also shows that youths in Anambra State can be given basic training on how to best establish and grow business enterprises in local communities within the state. The study therefore recommends that the government should remove corruption and greed and formulate policies that will promote the success of entrepreneurship and free enterprise; the government should assist entrepreneurs through regular marketing workshops

and seminars in conjunction with the Manufacturers Association of Nigeria (MAN) and chambers of commerce and industries.

Etonyeaku, Kanu, Ezeji, and Chukwuma (2016) determined the entrepreneurial skill needs required by secretarial college of education graduates for self-sustainability in Enugu State. Four research questions and two null hypotheses guided the study. The study adopted a descriptive research design that made use of 40 structured questionnaires. The population for the study was 238 respondents. The questionnaire was validated by three experts. The Cronbach's alpha method was used to determine the reliability of the items, and a coefficient of 0.75 was obtained. The questionnaire was administered to 238 respondents by the researchers with the help of three research assistants trained by the researchers. Two hundred and thirty-eight copies of the questionnaire were returned and considered valid. The analysis was done using the mean for the research questions and the t-test statistic for the hypotheses. The findings revealed that the 40 entrepreneurial skills needed by the graduates for self-sustainability. It was therefore recommended, among others, that secretarial education graduates be encouraged to acquaint themselves.

Onah (2016) carried out a study on the entrepreneurship education needs of self-employed artisans and craftsmen in Enugu City. The purpose of the study was to find out the entrepreneurial education needs required by craftsmen and artisans. Six research questions and three null hypotheses guided the study. The researcher used a descriptive design for the study. The population of the study comprised 1,840 artisans and craftsmen, while the sample used for the study was 600 artisans and craftsmen. The instrument used for data collection was a structured 30-item questionnaire. Mean scores were used to answer the research questions, while a two-way ANOVA was used to test the null hypothesis. The findings of the study show that six entrepreneurial skills, which include management skills, accounting skills, public relations skills, marketing skills, communication skills, and record-keeping skills, are very important to every self-employed craftsman and artisan. The study suggested strategies that self-employed craftsmen and artisans could utilize to meet or realize their goals. These strategies include skills in stating or formulating clear goals with good initiative; the ability to maintain personal drive; competency in maintaining singleness of purpose; and skills in developing the right attitudes to work.

Akande (2016) conducted a study on strategic entrepreneurial skills needed for better performance of SMEs operating in Oyo and Osun, western parts of Nigeria. The data was collected on the influence of strategic entrepreneurial skills on the service delivery of small businesses in Nigeria using selected block-making enterprises in Oyo and Osun Western States, Nigeria, as the case study. The study made use of a cross-sectional survey design. Primary data were collected through the use of a questionnaire administered to 240 block-making enterprises selected through a multistage probability technique and reports of operations over a five-year period (2005–2010). Chi-square and ANOVA were applied to the data collected and hypotheses tested. Results confirmed a positive relationship between the dependent and explanatory variables. The study also revealed that strategic entrepreneurship is a new concept that requires much attention. The recommendations were a blueprint for strategic entrepreneurial skills teaching and a boost to the existing infrastructure provision.

Akande's study is related to this present study since both studies dealt with entrepreneurial skills. Though Akande's study has created a vacuum for this present study because Akande's study only focused on how entrepreneurial skills are needed to improve the performance of

SMEs, However, this present study will include how entrepreneurial skills are needed by graduates for a better and more productive life.

2.5 Summary of the Review of the Related Literature

This section summarizes the review of related literature on entrepreneurial skills and organizational success in Akwa Ibom State. From the vast review of the related literature, the authors viewed entrepreneurial skills simply as business skills that an individual acquires to enable him to function effectively in the turbulent business environment as an entrepreneur. The review on personality skills, communication skills, and human relations skills was affirmed by the author as having a strong relationship with the success of the organization in Akwa Ibom State. It was discovered that many enterprises die within the first five years of existence because of a lack of these entrepreneurial skills. Among the theories reviewed to buttress the study were skill acquisition theory by Dekeyser in 2007 and human capital theory by Becker in 1964. The study was dependent on skill acquisition theory since it has a direct and strong relationship with the research topic as well as its independent and dependent variables. The study determined whether the acquisition of entrepreneurial skills could contribute to the success of organizations in Akwa Ibom State. However, though several works have been done on entrepreneurial skills, the researcher found out that a lot of these studies failed to study small and medium-scale enterprises in Uyo, Akwa Ibom State, as this created a gap that the study intended to cover.

3.0 METHODOLOGY

This chapter basically describes the set of methods, procedures, and strategies employed in gathering the data as well as how the data were processed to arrive at the conclusion. In view of the foregoing, this chapter is dedicated to the following areas: research design, area of study, population of study, sources of data collection, research instrument, validity and reliability of the research instrument, and method of analysis.

3.1 Research Design: This study employed a descriptive survey design because the purpose was to collect detailed and factual data that describes an existing phenomenon.

3.2 Population: The population of the study comprised two hundred and forty (240) respondents in three small and medium-scale enterprises, which include both managers and workers: 105 respondents were taken from Courierplus Service, 86 from Frankfik Limited, and 49 from Wilsudo Rosources Company (out of 40% registered in Uyo senatorial district in Akwa Ibom State). The elements of the population of the study are the 240 registered enterprises in Akwa Ibom State.

3.3 Sample and Sampling Technique: Taro Yamane's (1967) technique was used to select 150 respondents from a total of 240 small and medium enterprises duly registered by the Corporate Affairs Commission (CAC) in Akwa Ibom State. The elements of the population of the study are two hundred and twenty-six (226) enterprises.

3.4 Sources of Data Collection: Data for this research will be obtained from primary and secondary sources. The primary source comprises information relevant to this study that was obtained through the use of questionnaires, personal observation, and oral interviews.

3.5 Data collection instrument: The research instrument used in the collection of data in this study is the questionnaire. In a bid to get a precise opinion, the questionnaire was designed in a way that enabled the respondent to choose the most appropriate option out of the alternative questions. The questionnaire was arranged in two sections; the first briefly captured the demographic information of the respondents, while the second part focused on questions bordering on the subject matter. The questions in the questionnaire were closed-ended and were also drafted in simple, explicit, and understandable language. Second B is structured on a five-point rating scale of SA, A, D, SD, and D. This research uses the ordinal scale because it is used as a comparison parameter to understand whether the variables are greater or less than one another using sorting.

3.6 Validity of the Research Instrument: The instrument used was developed by the researcher in accordance with the research topic: entrepreneurship practices of enterprises in Akwa Ibom State. The content validity of the instrument was determined by the experts in test and measurement, who matched the variables of the instruments with the research questions in order to determine whether or not the instruments measured what they were supposed to measure. The questionnaire was presented to the experienced project supervisor and other experts in administration, and they successfully assessed the instrument and made suggestions.

3.7 Reliability of the Study: Miller (2009) defines reliability as the extent to which a questionnaire, test, observation, or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters. The reliability of the questionnaire was tested by pre-testing it with a selected sample. The pre-testing assisted in enhancing the clarity of the questionnaire.

3.8 Data Analysis

This study used the statistical tool of simple percentage, to which the SPSS package of version 23 was applied in analyzing the data in order to ascertain the relationship between the identified variables. Both descriptive and inferential methods were used in analyzing the primary data generated for this study. Tables, frequencies, and percentage analysis were forms of descriptive methods that were used in analyzing the demographic data of the respondents. Thereafter, Pearson product moment correlation (PPMC) analysis, which constitutes a form of inferential statistics, was applied in analyzing the data that concerns the formulated hypotheses. All analysis (both descriptively and inferentially) was done with the aid of Statistical Package for Social Science (SPSS) version 22.

4.0 DATA ANALYSIS AND RESULT

This section of the study centers on analysis of the data that were generated, interpretations and discussion of major findings. This feature of this chapter was considered as shown hereunder:

4.1 Data Analysis and Interpretation

150 copies of questionnaire were administered and 144 copies were duly filled and returned. This indicates that the responses are perfect for data analysis.

4.2 Descriptive Data Analysis

Table 4.5 contained the result from percentage analysis of items of communication skills (CS) variable.

Table 4.5: Percentage Analysis of Communication Skills (CS) Variable

QUESTIONS	SA	A	UN	D	SD
Q1	68(47.22)	45 (31.25)	22(15.28)	6(4.17)	3(2.08)
Q2	73(50.69)	47(32.64)	17(11.81)	4(2.78)	3(2.08)
Q3	75(52.08)	45(31.25)	19(13.19)	4(2.78)	1(0.69)

Source: Field Survey (2023)

From Table 4.5, 68 respondents representing 47.22% strongly agree that listening to customers effectively greatly influences the organizational success of enterprises in Akwa Ibom State; 45 respondents representing 31.25% agree; 22 respondents representing 15.28% were undecided; 6 respondents representing 4.17% disagree; and 3 respondents representing 2.08% strongly disagree. Similarly, 73 respondents, which represent 50.69% of the respondents, strongly agree that speaking fluently with a clear tone and understanding also affects the organizational success of enterprises in the state; 47 respondents representing 32.64% agree; 17 respondents representing 11.81% were undecided; 4 respondents representing 2.78% disagree; and 3 of the respondents representing 2.08% strongly disagree. Equally, 75 respondents representing 52.08% strongly agreed that creating a platform for effective dissemination of information enhances the organizational success of enterprises in the state; 45 respondents, which is 31.25% of the respondents, agreed; 19 respondents representing 13.19% were undecided; 4 respondents representing 2.78% disagreed; and 1 respondent representing 0.69% strongly disagreed with the claim.

Table 4.6: Percentage Analysis of Personality Skills (PS) Variable

QUESTIONS	SA	A	UN	D	SD
Q1	71(49.31)	47 (32.64)	20(13.89)	3(2.08)	3(2.08)
Q2	75(52.08)	49(34.03)	15(10.42)	3(2.08)	2(1.39)
Q3	72(50.00)	48(33.33)	20(13.89)	3(2.08)	1(0.69)

Source: Field Survey (2023)

In Table 4.6, 71 respondents, or 49.31%, strongly agreed that they display a high sense of self-reliance; 47 respondents, representing 32.64%, agreed; 20 respondents, representing 13.89%, were undecided; 3 respondents, representing 2.08%, disagreed; and also 3 respondents, representing 2.08%, strongly disagreed. In the same vein, 75 respondents representing 52.08% strongly agreed that they treat each customer in light of his or her

challenge; 49 respondents representing 34.03% agreed; 15 respondents representing 10.42% of the respondents were undecided; 3 respondents, which is 2.08%, disagreed with the claim, while 2 (1.39%) of the respondents strongly disagreed with the claim.

More so, 72(50.00%) of the respondents strongly agreed that they display high sense of self-concept; 48(33.33) of them agreed, 20(13.89) were undecided, 3(2.08) disagreed, while 1(0.69) strongly disagreed.

Table 4.7: Percentage Analysis of Human Relations Skills (HRS) Variable

QUESTIONS	SA	A	UN	D	SD
Q1	70(52.78)	54 (33.33)	14(10.42)	4(2.78)	2(1.39)
Q2	74(51.39)	50(34.72)	16(11.11)	3(2.08)	1(0.69)
Q3	75(52.08)	47(32.64)	17(11.81)	4(2.78)	1(0.69)

Source: Field Survey (2023)

From Table 4.7, 70 respondents representing 52.78% of the respondents strongly agreed that human relations skills help in the promotion of teamwork in an organization; 54 respondents representing 33.33% agreed; 14 respondents representing 10.42% of the respondents were undecided; 4 respondents representing 2.78% disagreed with the claim, while 2 respondents representing 1.39% strongly disagreed. Accordingly, 74 respondents representing 51.39% strongly agreed that long-term trusting relationships with customers are developed through human relations skills; 50 respondents representing 34.72% agreed; 16 respondents representing 11.11% were undecided; 3 respondents representing 2.08% disagreed; and 1 respondent representing 0.69% of the respondents strongly disagreed with the claim. Equally, 75 respondents representing 52.08% strongly agreed that transparency in business dealings with customers is maintained and helps in the organizational success of enterprises; 47 respondents representing 32.64% agreed; 17 respondents representing 11.81% were undecided; 4 respondents, which is 2.78% of the respondents, disagreed; and 1 respondent representing 0.69% of the respondents strongly disagreed with the claim.

Table 4.8: Percentage of Organizational success of enterprises (OSE) Variable

QUESTIONS	SA	A	UN	D	SD
Q1	71(49.31)	47 (32.64)	20(13.89)	3(2.08)	3(2.08)
Q2	74(51.39)	50(34.72)	16(11.11)	3(2.08)	1(0.69)
Q3	68(47.22)	45 (31.25)	22(15.28)	6(4.17)	3(2.08)

Source: Field Survey (2023)

Analysis of employees' performance in Table 4.8 showed that 71 respondents, representing 49.31% of the respondents, strongly agreed that they give their time to help employees and entrepreneurs with work-related problems; 47 respondents, representing 32.64%, agreed; 20 respondents, representing 13.89%, were undecided; 3 respondents, representing 2.08%,

disagreed; and the same number also strongly disagreed with the claim. Furthermore, 74 respondents representing 351.39% strongly agreed that they take time out of their day to train and assist new employees and entrepreneurs; 50 respondents representing 34.72% agreed; 16 respondents representing 11.11% were undecided about the claim; 3 respondents representing 2.08% disagreed; and 1 respondent representing 0.69% of the respondents strongly disagreed with the claim. More so, 68 respondents representing 47.22% strongly agreed that they help out other employees or entrepreneurs when they fall behind work expectations; 45 respondents representing 31.25% agreed; 22 respondents representing 15.28% were undecided; 6 respondents representing 4.17% of the respondents disagreed, while 3 of the respondents strongly disagreed with the claim.

4.2 Test of Hypotheses

This section of the study test and interpret the null hypotheses that were formulated in chapter one of this study. The data used for the analyses were the once presented in Tables 4.5 -4.8. Altogether, the three hypotheses analyzed in this section of the study were done using Pearson Product Moment Correlation (PPMC) analysis. Thus, the test of hypotheses was done as shown hereunder:

4.2.1 Hypothesis One

H₀₁: Communication Skill has no significant relationship with Organizational Success of Enterprises in Akwa Ibom State.

Table 4.9 Correlation Coefficient for Hypothesis One

Variables		OSE	CS
OSE	Pearson Correlation	1	.984**
	Sig. (2-tailed)		.000
CS	N	144	144
	Pearson Correlation	.984**	1
	Sig. (2-tailed)	.000	
	N	144	144

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

Source: SPSS Software Output (2023)

Table 4.9 shows the PPMC result of Hypothesis 1. From the table, the correlation coefficient is 0.984, while the probability value (p-value) is 0.000. It could be seen that the significant value is greater than the probability value p-value ($0.010 > 0.000$). This result prompted the rejection of the null hypothesis, while the alternative hypothesis was accepted. This implies that there exists a positive and significant relationship between communication skills and the organizational success of Enterprises in Akwa Ibom State.

4.2.2 Hypothesis Two

H₀₂: Personality Skill has no significant relationship with Organizational Success of Enterprises in Akwa Ibom State.

Table 4.10: Correlation Coefficient for Hypothesis Two

Variables		OSE	PS
OSE	Pearson Correlation	1	.972**
	Sig. (2-tailed)		.000
	N	144	144
PS	Pearson Correlation	.972**	1
	Sig. (2-tailed)	.000	
	N	144	144

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

Source: SPSS Software Output (2023)

Table 4.10 shows the PPMC result of Hypothesis 2. From the table, the correlation coefficient is 0.972, while the probability value (p-value) is 0.000. It could be seen that the significant value is greater than the probability value ($0.010 > 0.000$). This result prompted the rejection of the null hypothesis, while the alternative hypothesis was accepted. This implies that there exists a positive and significant relationship between personality skill and organizational success for entrepreneurs in Akwa Ibom State.

4.2.3 Hypothesis Three

H₀₃: Human Relation Skill has no significant relationship with Organizational Success of Enterprises in Akwa Ibom State.

Table 4.11 Correlation Coefficient for Hypothesis Three

Variables		OSE	HRS
OSE	Pearson Correlation	1	.958**
	Sig. (2-tailed)		.000
	N	144	144
HRS	Pearson Correlation	.958**	1
	Sig. (2-tailed)	.000	
	N	144	144

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

Source: SPSS Software Output (2023)

Table 4.11 shows the PPMC result for hypothesis 3. From the table, the correlation coefficient is 0.958, while the probability value (p-value) is 0.000. It could be seen that the significant value is greater than the probability value ($0.010 > 0.000$). This result prompted the rejection of the null hypothesis, while the alternative hypothesis was accepted. This implies that there exists a positive and significant relationship between human relations skills and the organizational success of Enterprises in Akwa Ibom State.

4.3 Discussion of Findings

The first objective was to investigate the relationship between communication skills and the organizational success of enterprises in Akwa Ibom State. The result indicates that there is a relationship between communication skills and the organizational success of enterprises in Akwa Ibom State. Also, since the p-value (0.000) is less than the level of significance of 0.010 (2-tailed), therefore, the null hypothesis was rejected. This means that there is a significant relationship between communication skills and the organizational success of enterprises in Akwa Ibom State. This is in collaboration with the study and findings of Arnaout & Esposito (2018), who asserted that developing communication skills can help us avoid conflicts and also help in better decision-making.

The second objective was to investigate the relationship between personality skills and the organizational success of enterprises in Akwa Ibom State. The result indicates that there is a relationship between personality skills and the organizational success of enterprises in Akwa Ibom State. Also, since the p-value (0.000) is less than the level of significance of 0.010 (2-tailed), therefore, the null hypothesis was rejected. This means that there is a significant relationship between personality skills and the organizational success of enterprises in Akwa Ibom State. This collaborated with the study and findings of Beugelsdijk and Noorderhaven (2005), who posited that entrepreneurial behavior can be associated with personality skills like moderate risk-taking propensity, preference for energetic or novel activity, and the tendency to assume personal responsibility for successes or failures, as well as a high need for achievement.

The third objective was to investigate the relationship between human relations skills and the organizational success of enterprises in Akwa Ibom State. The result indicates that there is a relationship between human relations skills and the organizational success of enterprises in Akwa Ibom State. Also, since the p-value (0.000) is less than the level of significance of 0.010 (2-tailed), therefore, the null hypothesis was rejected. This means that there is a significant relationship between human relations skills and the organizational success of enterprises in Akwa Ibom State. This is in agreement with the findings and study of Shageeva, et al. (2012), who noted that human relations skills are to be developed in the course of the educational process. These skills are necessary for solving problems in human resource management, conflict resolution, and information processing, among others.

4.4 Findings

- i. There is a significant relationship between communication skill and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State
- ii. There is a significant relationship between personality skill and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State
- iii. There is a significance relationship between human relation skill and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State

5.2 Conclusion

In conclusion, the entrepreneurial skills displayed by small and medium-scale enterprises (SMEs) in Uyo Metropolis, Akwa Ibom State, significantly contribute to their organizational success. The findings of this study highlight the importance of entrepreneurial skills for the success of SMEs in the region.

- i. The research indicates that the personality skills of entrepreneurs are key factors in the success of SMEs in Uyo Metropolis. This shows that entrepreneurs who possess strong personal skills and are able to identify gaps and unmet needs in the market are more likely to develop innovative ideas or services that help the firm attract customers and drive business success.
- ii. The study reveals that communication skills are crucial for the success of SMEs. This implies that entrepreneurs who can efficiently manage their information resources are better positioned to achieve profitability and long-term success.
- iii. The research concludes that human relations skills relate to organizational success because effective communication with employees and customers is better positioned to achieve profitability and long-term success.

5.3 Recommendations

1. Entrepreneurs should actively invest in developing and enhancing their personality skills through self-awareness, professional development programs, coaching, or mentoring to achieve organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State.
2. Entrepreneurs should improve their communication skills through workshops, networking events, or seeking professional guidance in communication techniques to achieve organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State.
3. Entrepreneurs should develop effective human relations skills by building relationships, negotiating with stakeholders, and conveying their vision and ideas to others to achieve organizational success of Enterprises in Uyo Metropolis, Akwa Ibom State.

5.4 Suggestion for Further Research

Further research in the area of entrepreneurial skills and organizational success of enterprises in Uyo Metropolis, Akwa Ibom State, can be explored in the following areas:

Investigate how SMEs in Uyo Metropolis are utilizing technology and digital skills to enhance their entrepreneurial capabilities and drive organizational success.

Assess the effectiveness of entrepreneurial education and training programs in Uyo Metropolis in equipping entrepreneurs with the necessary skills and knowledge to achieve organizational success.

By exploring these areas, further research can provide valuable insights into the specific dynamics and factors that influence the entrepreneurial skills and organizational success of Enterprises in Uyo Metropolis, Akwa Ibom

5.4 Contribution to knowledge

According to this study, it has been discovered that entrepreneurial skill variables such as personality skill, communication skill, and human relations skill play a significant role in the success of the organization. Studies have been conducted on entrepreneurial skills with other dependable variables such as organizational performance, reducing youth unemployment, and service delivery, to mention a few, but not on organizational success. Most scholars did not really consider a study on entrepreneurial skills and the success of organizations. It is worthy of note that for organizations to be able to succeed or survive, continue and sustain themselves, and renew themselves strategically, they need to have tools, methods, capacities,

and capabilities that will enable them to achieve those goals, and all these require good entrepreneurial skills. Therefore, this study has brought to light the necessity of these entrepreneurial skills and their role in the success of the organizations under study.

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