

Entrepreneurial Leadership and Managerial Sustainability

Ukeme Victor Udofia

Department of Business Administration. Faculty of Management Sciences
Akwa Ibom State University

Dr. Christabel Brownson

Department of Business Administration. Faculty of Management Sciences
Akwa Ibom State University

Dr. Samuel Okurebia

Department of Business Administration. Faculty of Management Sciences
Akwa Ibom State University

Citation: Udofia, U, V., Brownson C., and Okurebia S. (2022) Entrepreneurial Leadership and Managerial Sustainability, International Journal of Business and Management Review, Vol.10, No.6, pp.42-75

ABSTRACT: *Entrepreneurial leadership has been tipped as one of the millennium solutions to challenges associated with the current competitive and dynamic global business environment. Majority of businesses operating in the localities of Akwa Ibom State in Nigeria including Ikot Ekpene and Uyo, the state capital are on small and medium scale. For decades now, Small and Medium Scale Enterprises (SMEs) are considered as an important aspect of Nigeria's economy and this makes it quite necessary to investigate the extent to which entrepreneurial leadership behaviour may lead to managerial sustainability. Considering this fact, this study seeks to examine the effect of entrepreneurial leadership behaviour on managerial sustainability in Akwa Ibom state, Nigeria. The study employed a quantitative survey research design. This study targeted a population of 135 owners/managers who assume leadership positions in SMEs across Akwa Ibom state. This number cuts across sectors like food processing, livestock rearing, trading, art/craft, bakery, table water, fashion and designing/hair dressing and ICT. Out of this figure 101 owners/managers were selected to represent the sample through purposive sampling technique. The cleansed data was further quantitatively analyzed by product moment correlation and multiple regressions. Results of correlation analysis reveal that there is significant relationship between all the constructs of Entrepreneurial leadership (miner behavior, explorer behavior, accelerator behavior and integrator behavior) and managerial sustainability. The result of regression analysis showed that miner behavior, explorer behavior, accelerator behavior and integrator behavior jointly contribute to managerial sustainability. This study concludes that entrepreneurial leadership behaviors of managers/owners of SMEs significantly affect managerial sustainability of such SMEs. Arising from the findings and conclusion, it is recommended amongst others that managers/owners of SMEs should enhance their innovation capacity and expand innovative entrepreneurship.*

KEYWORDS: entrepreneurial leadership, miner behavior, explorer behavior, accelerator behavior, integrator behavior, managerial sustainability

INTRODUCTION

The game of business has changed dramatically over the years, particularly among small and medium enterprises (SMEs), and will continue to change due to global economic dynamics - changes in the economic system over time, especially those reflected in the behavior of the market, businesses, in the general economy. It is therefore imperative for leaders to accept and strictly follow the golden rule for leadership if they are ever to succeed in their role as leaders. The golden rule states that: "Leadership is a process of learning, not the position. Leaders are learners and it is a continued process of learning to achieve organizational goals and objectives, and for career advancement". Business leadership has been described as "the dynamic process of presenting vision, making commitment and followers and risk acceptance when facing opportunities that demand efficient resource use along with the discovery and utilization of new resources with respect to leadership vision" (Hejazi, malei & Naciji, 2012 cited in Maladzhi, 2015). It is a relationship between those who aspire to lead and those who choose to follow; and the quality of this relationship is essential when the focus is getting things done extraordinarily.

The impact of entrepreneurial leadership on managerial sustainability is a subject that has gained so much attention, particularly in this era of increasing globalization and market competition. In the view of Matzler, Schwartz, Deutinger & Harms (2017), leadership behaviours of the top management of small and medium enterprises (SMEs) can have a strong impact on the managerial sustainability and level of innovation of the firms; therefore, as the business becomes globally competitive, SMEs need to develop new sets of vision to sustain their businesses. Competent leadership has a direct link with high innovativeness in business through leadership behaviours. This is anchored on the evidences which have leadership behaviour as a major yardstick in measuring leadership innovativeness in organizations. In this regard, leadership behaviors of the business owner or manager play a major role in providing the needed direction and clear vision, which must be shared by all the employees in the establishments (Yang, 2008). SMEs are significant contributors to the economic fabric of the regions in which they operate. They are also impacted by the global economic context and many of them compete on a global scale. The role of SMEs is dynamic, accelerating increase in per capita income, output, employment opportunities, and enhancing regional economic balance through industrial dispersal, effective resource utilization, development of local technology, diffusion of management skill and stimulation of indigenous entrepreneurship (Adenuga, Ohuche and Ogujuba, 2018). In Nigeria, SMEs account for over 60 percent of businesses and employ about 84.02 percent of the total labour force and contribute 48.4% of the gross domestic product (GDP), 7.27 percent of the country's exports (SMEDAN, 2020). Similarly, the SME sector accounts for about 70.0 percent of industrial employment worldwide (World Bank, 2018); and has become the focus of industrial policy in recent times as revealed by the Central Bank of Nigeria (CBN Report, 2016). In the same vein, SMEs have also become the engine of economic growth and development in many nations since such industries are likely to facilitate the development of broad-based indigenous entrepreneurial culture and value added to domestic industrial production (Olorunsola, 2016). Against this backdrop, innovation is essential to their survival. Through innovation, SMEs can serve as a knob for environmental protection and creation of social value.

However, it must be emphasized that the perception and role of SME operators in the formulation and implementation of business strategies can have adverse impact on organizational performance. Consequently, a number of elements are key to SME survival in a fierce globalized environment, one of which is organized leadership. If an organization must survive in a fierce global competition, such an organization must have a high performing organization (leadership and followership). This high performing organization is reliant on some basic prerequisites which include that there must be employees, and there must be managers and leaders working there. The importance of a leader in an organization cannot be over-emphasized. In Uchenwamgbe (2017), Iyioha and Ailoje (2018) pointed out that without leadership; an organization is but a module of men than machines. It is the human factors which binds a group together and motivate it towards achievement of its goals. No organizational goal is just to survive, but also to sustain its existence by improving performance. In other to meet the global competitive need of an organization, SME inclusive, there must be continual increase in performance, and the role of leadership in achieving organizational performance is critical and paramount.

Statement of Research Problem

The world is transforming rapidly, and everything starting from products, technologies, and economies are developing. This fast rapid pace economic development requires firms to develop and evolve to cope with the fast-growing economy. Entrepreneurial leadership is not a luxury for organizations, and it is the new trend in academia. In the meantime, business managers who have leadership traits or entrepreneurship traits only are not sufficient to compete in the current business context. In other words, having entrepreneurship characteristics or leadership characteristics only is not sufficient for managers to achieve firms' development and sustainability goals and strategies. Instead, competing managers should have both entrepreneurial traits and leadership traits to innovate, take risks, seize opportunities, and accordingly excel and succeed.

An entrepreneurial leader employs the power of personal influence on employees and the leader (manager) of a firm has the legitimate authority to ensure that the firm achieves its purpose in the marketplace, therefore, entrepreneurial leadership style assumes greater chances of effectively managing the business entity than a mere manager who lacks status authority (Sandybayev, 2019). Determining what constitutes entrepreneurial leadership lies in how well a leader manages his general entrepreneurial leadership behavior, miner behavior, explorer behavior, accelerator behavior and integrator behavior (Thornberry, 2006; Dahiru & Pihie, 2016)

SMEs play a fundamental role in nations' economy both in developed, emerging and developing economies. They serve as a source of innovation, technological growth, and creation of new job. And of course, they connect the nations and societies to the global economy. It is important to assess how the adoption of entrepreneurial leadership may lead to managerial sustainability. Over two decades, the federal and state governments have been promoting entrepreneurial activities in towns and rural areas in Nigeria with Akwa Ibom State inclusive. These polices have always emerged as results of academic writings as they are mostly suggested by renowned academicians and, more recently, by the experience of successful entrepreneurs. Given the high attention given to entrepreneurship in Nigeria and Akwa Ibom in particular, entrepreneurship is expected to be booming in Akwa Ibom, however, the opposite is the case.

Hann (2015), in an attempt to solve this puzzle asserted that not all businesses succeed and the leadership behaviors of entrepreneurs influence the growth and development of their business. And this forms the reason for undertaking this study so as to review the effect of entrepreneurial leadership and managerial sustainability in Akwa Ibom State, Nigeria

Objectives of Study

The broad objective of this study is to assess the relationship between entrepreneurial leadership behavior and managerial sustainability. However, the specific objectives are to:

1. To determine the relationship between miner behaviour of entrepreneurial leadership as it leads to managerial sustainability
2. To determine the relationship between explorer behaviour of entrepreneurial leadership as it leads to managerial sustainability
3. To determine the relationship between accelerator behaviour of entrepreneurial leadership as it leads to managerial sustainability
4. To determine the relationship between integrator behaviour of entrepreneurial leadership as it leads to managerial sustainability

Research Questions

The following are the research questions this work intends to answer:

1. What extent does the miner behavior of entrepreneurial leadership lead to managerial sustainability?
2. What extent does the explorer behavior of entrepreneurial leadership lead to managerial sustainability?
3. What extent does the accelerator behavior of entrepreneurial leadership lead to managerial sustainability?
4. What extent does the integrator behavior of entrepreneurial leadership lead to managerial sustainability?

Hypotheses

1. There is no significant relationship between miner behavior of entrepreneurial leader and managerial sustainability.
2. There is no significant relationship between explorer behavior of entrepreneurial leader and managerial sustainability.
3. There is no significant relationship between accelerator behavior of entrepreneurial leader and managerial sustainability.
4. There is no significant relationship between integrator behavior of entrepreneurial leader and managerial sustainability.

REVIEW OF RELATED LITERATURE

Conceptual Framework

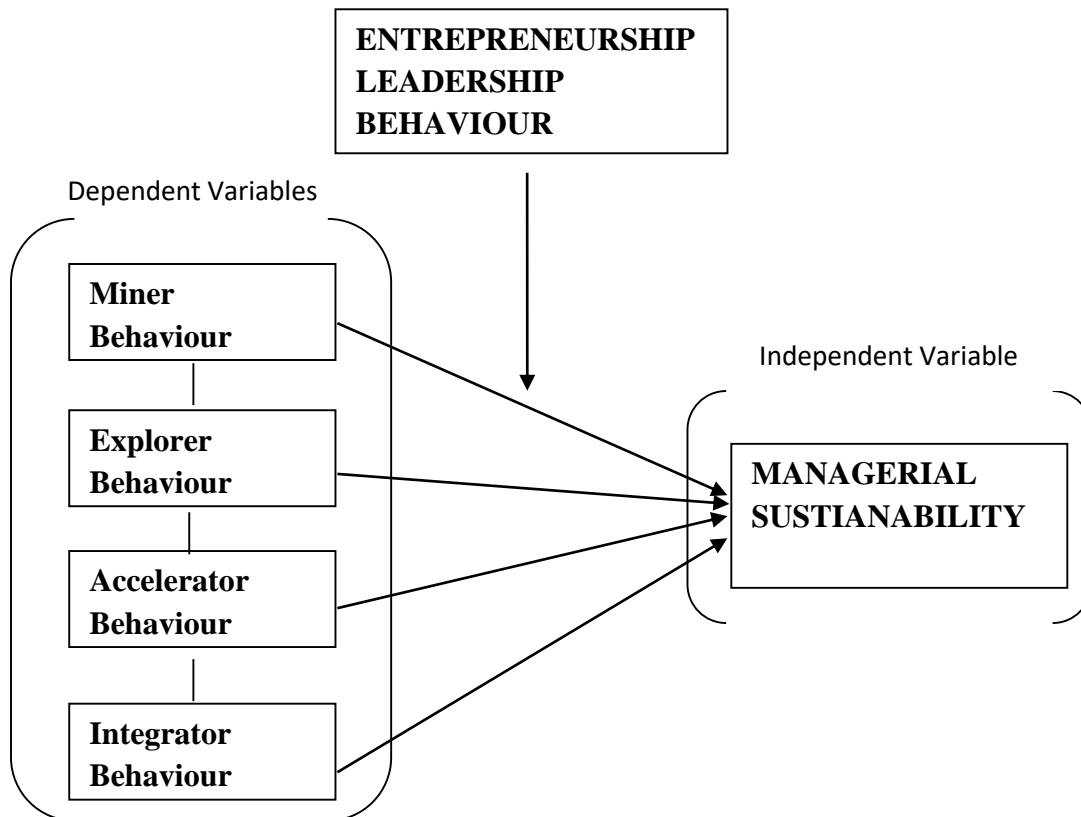


Fig 2.1 Entrepreneur Leadership Behavior (Tersoo et al 2020)

Entrepreneurial Leadership: The success of the businesses depends on effective leadership skills of the management. Entrepreneurial leadership is one of these effective leadership skills. According to Alvarez and Barney (2017), entrepreneurial leadership is a type of leadership that consists of actions towards establishment of a business at the individual level, actions towards following the innovations at the organizational level and actions towards benefiting from the opportunities that are distinguished at the market level (Altuntas, 2014). Entrepreneurial leadership is a concept appeared by blending the leadership potential with entrepreneurial spirit. When finer points and spirit of entrepreneurship is added to the variable nature of leadership, entrepreneurial leadership arises and it can change the course of the world (Kuru, 2016: 1). Entrepreneurial leadership is defined as affecting and directing the performance of employees toward the achievement of organizational objectives that involve recognizing and exploiting entrepreneurial opportunities (Renko et al.,

2015). Entrepreneurial leadership is not synonymous with entrepreneurship. It is a new leadership model. The specific discipline of entrepreneurs and entrepreneurship focuses on creating new initiatives. On the other hand, entrepreneurial leaders are looking for opportunities outside of their new ventures (Greenberg et al., 2018).

Entrepreneurial leadership refers to the entrepreneur status of a leader. In other words, entrepreneurial leadership can be used for a leader who has the characteristics such as taking risks, evaluating the opportunities, being innovative, productive, interchanging and strategic. In short, entrepreneurial leadership, it is a combination of leadership and entrepreneurship. In accordance with the relevant literature entrepreneurial leadership function can be created as follows: Entrepreneurial Leadership= f (Entrepreneurship, Leadership).

Entrepreneurial Leadership Practices: Different authors of entrepreneurship tried to put forward standard dimensions of entrepreneurial leadership. In ascertaining the challenges facing entrepreneurial leadership McGrath and MacMillan (2016) and Lajin and Zainol (2015) set five specific entrepreneurial leadership roles played in order to succeed in the challenged and globalized market situation. They include framing the challenge, absorbing uncertainty, path-clearing, building commitment and specifying limits. Borrowing from McGrath and MacMillan (2016), Gupta et al (2018) grouped the five specific roles into two dimensions: scenario enactment (framing the challenge, absorbing uncertainty and path-clearing) and cast enactment (building commitment and specifying limits). Bindah (2017) model of entrepreneurship behaviour and leadership style points out people-oriented and control -oriented leadership as indicators entrepreneurial leadership which are also fundamental to the entrepreneurial firm performance.

Amer (2017) stated that entrepreneurial leadership has 6 aspects viz: risk taking, pro-activeness, innovativeness, autonomy, competitive aggressiveness and taking ownership. Al Mamun, et al. (2018) laid emphasis on the perspectives of Man, Lau and Snape (2020) and Renko, et al. (2015) then suggested responsibility, accountability, analytical thinking, and emotional intelligence as constructs of immediate interest in examining the effect of entrepreneurial leadership on enterprise performance and sustainability. According to Supartha and Saraswaty (2019), entrepreneurial leadership indicators are exemplary leadership, adhering to rules, transparency, effective representation and increasing employees' welfare.

In explaining entrepreneurial leadership practices, Thornberry (2017) harmonized three different leadership styles (transformational, transactional and charismatic) and developed his model of entrepreneurial leadership. The model comprises five dimensions which include: general entrepreneurial leadership behavior, miner behavior, explorer behavior, accelerator behavior and integrator behavior.

Dahiru and Pihie (2016) asserted that entrepreneurial leadership is not synonymous with entrepreneurship. While the specific discipline of entrepreneurship and entrepreneurs focuses on creating new initiatives, entrepreneurial leaders are looking for opportunities outside of their new ventures (Greenberg et al., 2018). This study therefore adopts Thornberry (2017) five-dimensional model in studying the effect of entrepreneurial leadership on the performance of SMEs in Benue state, Nigeria. This model was previously used by Dahiru and Pihie (2016) to ascertain how entrepreneurial leadership can be modeled to achieve effectiveness of schools in Malaysia. However, this study focused on four dimensions viz: miner behavior, explorer behavior, accelerator behavior and integrator behavior. The authors argue that by the time a leader covers the last four

dimensions, he might have covered what constitute the general entrepreneurial leadership behavior dimensions.

Miner behaviour: Entrepreneurial leaders who are miners target inward, they search for avenues to see and expose the hidden treasures that often stay untapped in the company's own operations and developments. They need much approval from the organization and have less individual control owing to the fact that they grab inner opportunities that require the organizational lines to be crossed (Pihie, Asimiran & Bagheri, 2014). Entrepreneur's miner behaviour encompasses his/her ability to analyse the work load and productivity of his/her employees, as well as supporting them to overcome their challenges at their own capacity (Thornberry, 2017). Miner behaviour represents the entrepreneurial leaders' determination to accomplish his leadership responsibilities creatively, using innovative approaches to resolve difficulties and acknowledging all the stakeholders of the organization when making decisions (Thornberry, 2017).

Accelerator behaviour: Accelerator behaviour includes instigating employees for creative ideas, triggering them to increase their productivity using innovative methods and creating an empowering environment for them to try new strategies. Accelerator behaviour includes awakening employees for creative thinking, inspiring them to increase their job performances through inventive approaches and generating enabling environment for them to try new innovative methods (Thornberry, 2017).

Explorer behaviour: Explorer behaviour represents the entrepreneurial leaders' action in unveiling hidden opportunities for the MEs growth, developing creative policies for the firm's performance improvement and foreseeing an innovative future for the firm. Explorer behaviour is the leader's ability to motivate staff to imagine new and innovative approaches of developing the SME (Thornberry, 2017)

Integrator behaviour: Integrator behaviour is exhibited when the SME's vision is conveyed to the staff, motivating them to embark on entrepreneurial thinking as well as making available finances for actualizing innovative ideas. Integrator behaviour of an SME manager embraces transmitting information on new production/marketing trends, encouraging latest technologies, keeping the SME focused in its mission and supporting new managerial initiatives by providing a supportive environment for the initiatives to survive (Thornberry, 2017).

Sustainability

The concept of sustainability is similar to the concept of going concern attributed to businesses, which requires the sustenance and maintenance of such businesses on a long term basis prior to being termed as a going concern. Thus, for family-owned businesses, Ogundele, Idris & Ahmed-Ogundipe (2020) asserts that the extent to which its life can be stretched while achieving its primary goal is referred to as sustainability, which is invariably affected by diverse factors such as proper succession planning (Nnabuiife, E.K. and Okoli, I.E, 2017), ability to anticipate and respond to change, among others, operation of the business as a separate legal entity, which entails separating personal funds and assets from business funds; put in place a system capable of carrying on the business operation independently of the owner; mentoring, training and equipping the successor with the internal workings of the business (Obadan, J.A. and Ohioyenoye, J.O. 2018).

Managerial sustainability

Sustainability management is economic production and consumption that minimizes environmental impact and maximizes resource conservation and reuse. The depletion and degradation of our natural resources has changed the cost structure of production in all organizations. Leaders and managers must now double down on efforts to make efficient use of energy, water, and other raw materials, and must pay attention to the content and full cost of the waste produced by their production processes. The issue of sustainability is no longer an add-on to other factors routinely addressed by management; it has moved to the core of management concerns (Unruh, 2014). Following the lead of both private sector corporations and public sector policymakers, the field of sustainability management is focused on strategic analysis and implementation of the most effective technologies and policies.

This new field of study combines organizational management with the field of environmental policy (Cohen, 2016). Sustainability management is both a practical and long-term approach to organizational management. In some respects, a focus on sustainability is an effort to correct modern management, moving it away from the abstract world of financial manipulation and back to the concrete world of physical resources and constraints, which had traditionally been at the forefront of management's concern. The principles of sustainability management are built on an understanding of human dependence on nature for our well-being. Nature is not protected for its own sake, but for ours; this is a key difference between environmentalists and sustainability managers. These physical dimensions of sustainability can no longer be ignored. The field of sustainability management can help us manage our global economy, ensure long-term growth, and secure a sustainable material future, but we need public policies that encourage private management innovation and accelerate the transition to such a sustainable economy.

Managerial sustainability is the ability of an organization to exist and achieve certain goals with a favorable balance of results and costs (Sulaiman, Yusoff and Chelliah, 2019). This is a classic method of determining the generalized indicator of the economic efficiency of managerial work. The effect can be positive if the result is close to the ideal state, satisfies the objective function and corresponds to the constraint system. But it can turn out to be negative, if it is not possible to reach the goal. The efforts of management are aimed at ensuring the achievement of certain economic results. Accordingly, the scale of objectives distinguishes between general, intra-company and group efficiency. Some researchers argue that performance measurement is a complex issue (Hakimpoor, Tat and Arshad, 2019). In any case, the main task of the management system is to ensure an active impact on the managed object in order to improve its performance. The various properties and parameters of the subject's and the management's activity often do not agree with each other, they are in dialectical contradiction, in connection with it there is the problem of defining a generalizing indicator that would be a measure of managerial sustainability.

THEORETICAL FRAME-WORK

Entrepreneurial Leadership Theory

McGrath and MacMillan's entrepreneurial leadership theory developed in 2000 is a primary conceptual framework (McGrath & MacMillan, 2016). McGrath and MacMillan (2016) developed entrepreneurial leadership theory and the entrepreneurial mindset concept by studying experienced entrepreneurs who regularly started and built new businesses. The entrepreneurial mindset was an ongoing practice of viewing business uncertainty as an opportunity and assembling new combinations of resources to capitalize on the opportunity. Entrepreneurial leaders demonstrated (a) passion for seeking new opportunities, (b) selectivity in choosing opportunities, (c) adaptive execution, and (d) engagement of those in their sphere of influence to exploit opportunities. Furthermore, entrepreneurial leaders formed companies in which employees throughout the organization practiced the entrepreneurial mindset in daily operations. They posited that entrepreneurial leadership contributed to new-business success and sustainability.

Other scholars explored the relationship between entrepreneurial leadership and organizational performance (Carpenter, 2012; Gruber et al., 2012; Renko et al., 2015). Renko et al. (2015) examined entrepreneurial leadership and its influence on organizational group members in achieving corporate goals. They posited entrepreneurial leadership involved helping employees to recognize and exploit opportunities. The researchers introduced the ENTRELEAD measurement scale to assess entrepreneurial leadership capability. Gruber et al. (2017) studied how the human capital of the founding entrepreneurs affected the organizational performance of emerging technology firms in Germany. They learned the entrepreneurial and managerial experience of the founders and combinations of generalized and specialized human capital traits positively affected firm performance measured by new market opportunities identified. Likewise, in their qualitative study, Carpenter (2017) explored how library directors employed entrepreneurial leadership to develop new opportunities. Carpenter found nonprofit libraries developed entrepreneurial organizations when managers implemented the entrepreneurial leadership style.

Small Business Leadership

Leadership behaviors of entrepreneurs are a prerequisite for business success. Leadership role in project performance and the effect of the project managers role on project outcome has been an important research topic in project management literature. However, previous researchers have not reached a consensus about the contribution of the project leader to project outcomes (Nixon et al., 2017). Nixon et al. (2017) asserted that leadership plays a fundamental role in how people behave in teams, which determines the performance of the project. Project leaders play a significant role in facilitating a firm's potential in generating innovation, making decisions that influence creating an enabling environment for team learning (Aragon-Correa, Garcia-Morales, & Cordon-Pozo, 2015).

The leadership role is critical to influencing various success factors that affect project performance. Anantatmula (2020) argued that different leadership styles are appropriate at different stages of the project life cycle and that the project manager had the responsibility of creating an enabling environment for the project team. The project outcomes and performance has a direct link to the project manager's leadership roles and responsibilities in the project team and stakeholders (Brion, Chauvet, Chollet, & Mothe, 2015). Although,

there is no direct relationship between leadership style and proficiency, the project leader's role affects project success factors that influence project performance (Anantatmula, 2020).

Leadership is an intrinsic part of project management that directly influences project outcomes, which project management literature has shown to be a prerequisite for project excellence (Kissi, Dainty, & Tuuli, 2018). However, despite the current advance in project management practices, many researchers have established that many projects fail, which emphasize the crucial role played by the project managers (Anantatmula, 2020). Brion et al. (2017) argued that leadership style and competence make a difference in project performance because of the project leader's crucial role in coordination, planning, conflict solving, and other important issues of project management. Findings from the research commissioned by the project management institute (PMI) revealed that leadership style and competence are key success factors to a manager's business performance (Anantatmula, 2020).

However, leadership quality still lacks in the businesses of the emerging economies. In their study of forms of leadership behaviors practiced by leaders in Malaysia, Arham, Boucher, and Muenjohn (2018) found from the semi structured interviews that leadership influenced the success of entrepreneurial firms. They also investigated whether leadership contributes to the success of Malaysian SMEs from the owner or top management perspectives. Entrepreneurs who exhibited effective leadership skills tend to influence entrepreneurial success.

Human Capital Theory

The purpose of this quantitative phenomenological study was to explore the lived experiences of successful entrepreneurial practitioners to understand the qualities needed to create and attain managerial sustainability. Becker's human capital theory, developed in 1964, was the secondary conceptual framework for the study (Becker, 1994). The original purpose of the human capital theory was to measure the rate of return on employee educational expenses that resulted in increased wages (Becker, 1994).

Human capital theory's scope evolved and expanded to include workers' knowledge, skills, and abilities acquired through education, on-the-job training, and other life experiences (Rauch & Rijsdijk, 2013). Scholars applied the theory to explore relationships between human capital and economics, health issues, statistical life values, political issues, entrepreneurship education and training (EET), and entrepreneurial success (Becker, 1994; Martin et al., 2013; Rauch & Rijsdijk, 2013; Unger et al., 2015).

Becker (1994) differentiated between human capital investments versus human capital outcomes and noted investments in education, training, or experience did not necessarily produce the desired results. Whereas human capital investments included education, training, and experiences, human capital outcomes were knowledge, skills, and abilities derived from the investment. Unger et al. (2015) suggested the disparity between investment and the results occurred because of individual differences, transference issues, and task-relatedness. Individual differences included personal aptitudes and characteristics, the learning environment, personal motivations, and the evaluation criteria used (Rauch & Rijsdijk, 2013; Marvel, Davis, & Sproul, 2016).

Transference related to the acquisition, retention, and application of knowledge, skills, and abilities, and task-relatedness pertained to how the human capital investment and outcome related to specific tasks (Schulz, Chowdhury, & Van de Voort, 2015; Unger et al., 2015). Similarly, Becker (1994) distinguished between general and specific human capital in which general capital applied to many employment contexts while specific capital was business or industry-specific. Unger et al. (2015) conducted a meta-analysis of 70 human capital research studies involving entrepreneurship and 24,733 entrepreneurs. Human capital investment factors included education level, new-business experience, industry knowledge, and managerial expertise. Unger categorized success variables by company size, growth, and profitability measures. Findings from the study included a positive relationship between human capital factors and entrepreneurial success. Moreover, there was a stronger relationship between entrepreneurial success and human capital investment in knowledge and skills, which were highly-task related and performed by entrepreneurs of younger firms than with other variables.

In a similar study, Martin et al. (2018) conducted a quantitative meta-analysis of the literature about human capital developed through EET and entrepreneurship outcomes. Their study included 42 independent samples consisting of 16,657 members of EET programs. The researchers found a significant relationship between EET and human capital development and between EET and entrepreneurial outcomes. Rauch and Rijsdijk (2018) conducted a 12-year longitudinal study of German new companies to explore the relationship between the founding entrepreneur's human capital and business failure and success. They found a positive correlation between the founder's general human capital and business growth beyond 5 years and a negative relationship between specific and general human capital and venture failure within 12 years. One implication from these studies was human capital theory was an appropriate theoretical basis for conducting research of entrepreneurship. Furthermore, scholars suggested further research regarding human capital theory and task-related outcomes, transference mechanisms, and how entrepreneurs develop and accumulate human capital (Martin et al., 2013; Rauch & Rijsdijk, 2013; Unger et al., 2015; Marvel et al., 2016).

Social Learning Theory

Social learning theory was developed by Bandura (2002) as a social behavior and learning process theory. In the business management field, the theory focuses on the learning behavior of employees. It states that employees' main sources in learning are their existing experiences as well as their observation of the behavior of other existing individuals within their social interaction environment. Employees do this by investing their learned information and observed behaviors and integrating it into their ideas and actions Tarabishy, A.; Fernald, L.W., Jr.; Solomon, G.T (2003). The connection between entrepreneurial leadership and social learning theory is represented in that entrepreneurial leaders can influence the ideas and behaviors of their employees by acting as role models for them and by providing them with psychological empowerment. The latter is known as one of the factors that inspires and motivates employees. This was confirmed by the statement of several scholars Ma, X.; Jiang, W (2018). On the other side, entrepreneurial leaders who are innovative and creative are expected to increase the creativity and empowerment level of their employees Tarabishy, A.; Fernald, L.W., Jr.; Solomon, G.T (2003). Based on that, social learning theory is consistent with the entrepreneurial leadership concept and contributes to it. Additionally, entrepreneurial leadership adds value and depth to the social learning theory as it confirms that employees learn and excel not just through

observing others but by having entrepreneurial leaders acting as role models for them and who are capable of guiding their behaviors and actions.

Resource-Based View Theory (RBV)

According to the RBV theory, every enterprise possesses resources that act as enablers, contributing to the competitive advantage of firms and achieving long-term performance and sustainable growth for enterprises. According to this theory, firms' productive potential is affected by their different resources, such as physical, organizational, and human resources, and the resources could be tangible and intangible. The differences in the resources create a firm's heterogeneity, and this heterogeneity achieves competitiveness for the firm. In other words, the firm's resources differentiate it from the other competitors, and at the same time, these resources are difficult for other firms to imitate. The RBV theory argues that firms should achieve their competitive advantage by depending on internal resources instead of external resources. Thus, it could be used to evaluate the capabilities of firms and assess their competitiveness level. Based on that, "The Resource-Based View (RBV) Theory, by contrast, can be seen as an 'inside-out' process of strategy formulation". Al Mamun (2018) stated that the majority of the available entrepreneurial leadership literature connects it with the resource-based view theory (RBV). The connection between RBV and entrepreneurial leadership is represented in considering entrepreneurial leaders' capabilities, such as analytical thinking, responsibility, emotional intelligence, and accountability, in addition to the four well-known RBV individual characteristics (valuable, rareness, imperfect imitability, and substitutability), which are among the intangible resources that help firms to achieve a competitive advantage, sustainability, and maximization of the firm's overall performance (Leitch, C.M.; Volery, T. (2017). In other words, entrepreneurial leaders' capabilities and RBV characteristics both achieve the same outcome in terms of firm performance. Al Mamun (2018) stated that accountability, one of entrepreneurial leaders' capabilities, can be considered as one of the valuable and inimitable capabilities that leads to maximizing the firm's performance. Moreover, another connection between RBV and entrepreneurial leadership is represented in considering the entrepreneurial leader's analytical thinking skills as one of the valuable, rare, imperfect inimitabilities, in addition to intangible characteristics that positively impact the firm's performance. Besides, emotional intelligence is one of the traits of entrepreneurial leadership that can be considered a rare, valuable, inimitable, and insubstitutable characteristic. Thus, emotional intelligence is one of the intangible characteristics that maximize the competitive advantage of firms and the overall business performance. Fernald, L.W., Jr.; Solomon, G.T.; Tarabishy, A. A (2005).

Dynamic Capabilities Theory

The dynamic capabilities theory was first introduced in 1997 by Teece, who defined dynamic capabilities as "the ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments" (Teece, D.J.; Pisano, G.; Shuen, A. 2014).

Zhang, (2020) defined it as a "subset of the competencies/capabilities which allow the firm to create new products and processes and respond to changing market circumstances." Dynamic capabilities consider all of a firm's resources, whether tangible or intangible resources, as capabilities that assist the firm to be prepared, respond to market changes, and innovate. Dynamic capabilities could be represented in, for example, organizational learning capabilities, HRM systems, product or process development capabilities, and

innovation capabilities. Open innovation practices could thus be considered one of a firm's dynamic capabilities. The dynamic capabilities theory was designed to solve the drawbacks in the RBV theory. According to Eisenhardt, the RBV deals with resources and ignores the circumstances surrounding the creation and development of those resources and their implementation in a firm's business strategy. In contrast, dynamic capabilities connect a firm's resources with the changing market circumstances to preserve and maximize the firm's competitive advantage. Dynamic capabilities are thus expected to minimize the gap between a firm's resources and the business environment. Based on that, dynamic capabilities theory is highly related to entrepreneurial leadership as the latter concept acts as a facilitator of firms' adoption to the dynamic changes in the business environment. Accordingly, entrepreneurial leadership represents a dynamic capability that assist firms to achieve competitive advantage and meet the dynamic market challenges.

Empirical Review

Recently, entrepreneurial leadership and sustainability as a relationship started to emerge in the literature. It is crucial in this study to investigate the impact of entrepreneurial leadership on the sustainability performance of organizations (Hellwig, L.L 2014). Scholars' focus on entrepreneurial leadership is not a new trend. Research on Entrepreneurial leadership existed several years ago. However, it started to broaden extensively in recent years. Despite that, the entrepreneurial leadership literature is still scant and diversified and includes contradictory views. A previous study by Leitch and Harrison (2017) investigated the literature status about leadership and entrepreneurship and concluded that an extensive amount of existing literature focused on each concept individually and ignored the dynamic nature of the newly emerged concept of entrepreneurial leadership that merges the two concepts together. This study was dedicated to investigating the updates of this newly emerging concept, to studying the common characteristics of entrepreneurial leadership, and to highlighting the literature status.

Nnabuife and Okoli (2017) examined succession's planning influence on sustainability of some family-owned enterprises in Anambra State. The study employed the survey design, with a population of 275 family-owned businesses made up of 50 incorporated and 225 unincorporated family-owned businesses. The questionnaire was used to collect primary data, which was analysed using Pearson's Product Moment Correlation Coefficient to check for correlation, while t-test was employed to determine the mean variance. The findings showed there exists a high positive and significant correlation between mentorship and family business sustainability ($r = 0.858$, $p < 0.05$), and that no statistical variance exists between the views of incorporated family-owned businesses and unincorporated family-owned businesses on succession planning ($t = -218$, $p > 0.05$).

Nkam, Sena and Ndamsa (2019) conducted a study in the Southwest and Northwest Regions of Cameroon to determine factors influencing sustainability of family-owned businesses in order to recommend measures beneficial to both the owners of Family Businesses and State to remedy the rate of business mortality. The study adopted a survey approach and employed a purposive sampling technique. A sample size of 30 family businesses was selected and primary data collected using structured questionnaire and interview questions. The study employed qualitative and quantitative methods of research, while collated data was analysed using the SPSS 17 software program. The results revealed that most of the family business initiators do not always have the notion of sustainability in mind before they die and hence do not prepare for succession.

Akpan and Ukpai (2019) examined how entrepreneurship skills influence survival of small businesses operating within Makurdi metropolis. The study adopted the descriptive survey design, a population of 560 family business owners and 120 proprietors drawn from the population as sample size for the study. Data were collected using a close-ended questionnaire; the analysis was carried out using mean and standard deviation, while posited hypothesis was tested using ANOVA. The study indicated that manpower training significantly influences longevity of small businesses; however, no significant variance exists in the mean responses of female and male small business owners. The finding implies that there is need for small business owners to put a innovation plan in place to achieve desired business sustainability. The study therefore recommended that small business owners should identify successors in good time in order to have adequate time for required training and development that will ensure the survival of the family business through several generations.

Fatunmbi (2020) studied competency of executives as it impacts on sustainability of family-owned business operating in Lagos and Ogun States of Nigeria. The study adopted the descriptive research design, a population of 1806 and a sample size of 327 small businesses registered and operational in Lagos and Ogun states, while the stratified sampling method was employed to administer the research instrument to selected enterprises within the two states. Collected and collated data were analysed using the Pearson's Correlation statistical technique, analysed on the SPSS software. The finding indicated that ($r = 0.93$; $p < 0.01$) competency of executives has significant impact on sustainability of family-owned business; hence, the study recommended that there is need for family members managing owned businesses to embrace transition into new and varying roles in order to gain knowledge needed in corporate planning and policy making and also capabilities to identify and access opportunities and develop effective succession strategies, to help ensure choosing the right successor among the competent and high performing employees, irrespective of being family or nonfamily member.

METHODOLOGY

Research Design

This research work is a survey research design. This survey design is mostly concerned with the descriptive findings and answers to the research questions and statement of the problem.

The research here is a study assessing entrepreneurship leadership and the managerial sustainability in Nigeria. It also involved the use of personal observation for the collection of data.

In this study however, the researcher has made use of survey research method of data collection with questionnaire as a major instrument, which will be used to carry out the study. The targeted area of study comprises of small businesses owners in Akwa Ibom State, Nigeria with annual sales between N500.000.00 and N1million, and has been in business for more than 5 years.

However, due to heterogeneity of large population time and financial constraint, the researcher limited the study to two selected senatorial district namely; Ikot-Ekpene and Uyo senatorial district in Akwa Ibom State, Nigeria.

Research Population

Population of study is generally taken to be the totality of all elements, subjects, or number, which possesses common and specific characteristics within a geographical location.

Abanobi, (2009) defined population as a set of unit and observations (persons, objects, institutions or groups); a population is the finite number of people, object in a particular society or settings.

The population of the study includes the small businesses owners of two selected senatorial district namely; Ikot-Ekpene and Uyo senatorial district, Akwa Ibom State, Nigeria. The population of Ikot-Ekpene senatorial district is Sixty (60), Uyo senatorial district is Seventy-Five (75), which sum up the total population of the study to 135 populates.

The figure of the population of the study is drawn based on judgmental (purposive) and simple random approach, given the fact that population is infinite.

Sample Size and Sampling Techniques

Okuma NC, (2014) defined sample as a part or portion of population selected by the researcher for studying in which after, he will use the result from the selected sample to make inferential statement or draw conclusion on the entire population. While sample size is the total number of the items / elements that makes up a sample.

The researcher adopted a sampling technique in which 135 entrepreneurs of Ikot-Ekpene and Uyo senatorial district, Akwa Ibom State, Nigeria were randomly selected.

The sample size was drawn by TARO YAMEN'S formula.

The formula is represented thus;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

N= Population size

n = Sample size

e =Error margin

1= is the Constant figure.

n =?

N =135

e =0.05

$l = \text{Constant}$

Therefore;

$$n = 135$$

$$1 + \frac{135(0.05)^2}{135}$$

$$n = 135$$

$$1 + \frac{135(0.0025)}{135}$$

$$n = 135$$

$$1 + 0.3375$$

$$n = 135$$

$$1.3375$$

Therefore

$$n = \text{Sample size} = 101$$

Therefore, the sample size for the research is 101 entrepreneurs selected at randomly from the aforementioned financial institutions.

Sample Data of Group	Population Of Study	Questionnaires Distributed	Percentage
Ikot-Ekpene Entrepreneurs	60	44	44%
Uyo Entrepreneurs	75	57	56%
Total	135	101	100%

Sources of data collection

The data to be used for this research work will be obtained, specifically from two sources namely; primary and secondary sources.

Primary data

These are facts that will be collected by the researcher himself specifically for the research project through instruments: such as questionnaire, interviews, observation and telephone etc. In this study, questionnaires along with personal interviews and telephone calls will be used to get information from the respondents.

Secondary Data

Unlike the primary data, secondary data are statistical facts or materials First collected by other people to be re-used by the researcher. In other words, these include text books, articles, journals and internet materials. Consequently, libraries were consulted prominent among them were Akwa-Ibom State University library, Business and Administration department library (Akwa-Ibom State University).

Instrument for Data Collection

The means adopted for the collection of data was the structured questionnaire. The instrument was self-developed by the researcher. The instrument comprised of two (2) sections. Section1 contained questions on demographic information of respondents. Section 2 consisted questions on entrepreneurship leadership and the managerial sustainability in Nigeria.

Validity of Instrument

To ensure that the instrument tested what it is meant to test, it was validated. The self-developed questionnaire approved by the project supervisor and validated by two other lecturers in the department of Business Administration, Akwa-Ibom State University. The validators were requested to ascertain the appropriateness of the contents of the questionnaire in line with the objectives of the study. Modifications and corrections were made based on the comments and guidance of the supervisor comments.

Reliability of Instrument

To ensure proper reliability test, the instrument was tested and retested. Retesting is where the instrument was distributed to some people for score and later on collected. The instrument can be said to be reliable since it elicited the response required for the research work.

Method of Data Analysis

Although there are many methods of data analysis but for the purpose of clarity and effective understanding of the result, the researcher analyzed the data by making use of Chi-square statistical tool, raw figure and tables.

The Chi-square statistical tool applies only to discreet data counts rather than measured value. It is not affected by or related to another variable. The computed Chi-square value must equal or exceed the appropriate table critical value or justify the rejection of null hypothesis.

The formula for the Chi-square techniques applies thus;

$$X^2 = \frac{\sum(fo-fe)^2}{fe}$$

Where,

O= Observed frequency

E= Expected frequency

Σ = Summation

X^2 = Chi-square

The value of significance assured is 5%.

DECISION RULE:

The decision rule is that, if the computed value of Chi-square is greater than the actual value or the critical value, the null hypothesis (H_0) will be rejected at the given level of significance and the alternative hypothesis (H_1) will be accepted instead. However, if the computed Chi-square on the other hand is less than the actual value, the null hypothesis will be accepted.

DATA PRESENTATION ANALYSIS AND INTERPRETATION

Data Presentation and Analysis

SECTION A

Background Information of The Respondents

The background of the respondents will be shown and analyzed below.

Table 4.1: Sex Distribution

Options	Number of respondent	Percentage %
Male	56	64%
Female	32	36%
Total	88	100%

Source: field survey, (2022)

From the above table it can be seen that 56 respondents representing 64% are male, while 32 respondents representing 36% are female.

Table 4.2: Analysis of Age Respondents

Age	No of respondents	Percentage %
18-25	7	8
26-35	19	22
36-45	51	58
45-above	11	12
Total	88	100

Source: Field Survey 2022

The table above shows that 7 respondents representing 8% are of the age range (18-25) while 19 respondents representing 22% belongs to (26-35) while 51 respondents representing 58% belongs to the age range of (36-45) and also 11 respondent representing 12% belongs to the age range (45 and above).

Table4 3: Marital Status of The Respondents

STATUS	FREQUENCY	PERCENTAGE
SINGLE	61	69%
MARITAL	27	31%
TOTAL	88	100%

Source: Field Survey 2022

The above table shows that 61 respondents are married representing 69%, while 27 respondents are single representing 31%.

Table 4.4: Education Qualification

QUALIFICATION	FREQUENCY	PERCENTAGE%
OTHERS	9	10
DEGREE	18	20
HND	9	10
OND/NCE	5	6
WAEC/NECO	47	54
TOTAL	88	100

Source: Field Survey 2022

The above table 4.4 reveals that 47 respondents with the highest number of respondents who are WAEC/NECO holders, with 54%, DEGREE qualification which has a percentage of 20% and respondents of 18. Thus, HND and OTHERS holders who came third with a number of 9 respondents also with a percentage of 10% respectively while OND/NCE holders had a number of 5 respondents and a percentage of 6%.

Question 6: What category of Small and Medium-sized Enterprises Market size do you operate?

Table 4.5: Market Sized Enterprise

RESPONSE	FREQUENCY	PERCENTAGE%
Small Enterprises	68	77
Medium-sized Enterprise	20	23
TOTAL	88	100

Source: Field Survey 2022

From the above table 4.5, 68 respondents representing 77% agreed that they operate within the market size category of Small Enterprises, while 20 respondents representing 23% are of the opinion that they operate within the market size category of Medium-sized Enterprise.

SECTION B (LIKERT SCALE RATIO):**Table 4.6: Miner Behaviour on Managerial Sustainability**

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Miner Behaviour on Managerial Sustainability							COUNTS
We focus on people, procedures processes internally in order to increase the competitiveness.		34	31	10	13	0	88
In order to get external opportunities, the leaders must bring out changes internally so that the organization becomes more competitive and effective.		35	30	8	15	0	88
We target inward, by searching for avenues to expose the hidden treasures that often stay untapped in the company's own operations.		30	35	9	14	0	88
	TOTAL	99	96	27	42	0	264
	AVR.R	33	32	9	14	0	88
	PERCENTAGE	38%	36%	10%	16%		100%

Source: Field Survey 2022

From the table 4.6 above, 33 respondents strongly agreed that there is a significant relationship between miner behaviour of entrepreneurial leader and managerial sustainability representing 38%, 32 respondent representing 36% agreed with the assertion, 9 respondents were neutral with their response while 14 respondents representing 16% do not agree that there is a significant relationship between miner behaviour of entrepreneurial leader and managerial sustainability.

Table 4.7: Explorer Behaviour on Managerial Sustainability*Source: Field Survey 2022*

Table 4.7: Explorer Behaviour on Managerial Sustainability							
Entrepreneurial Leadership Model		SA	A	N	D	SD	
Explorer Behaviour on Managerial Sustainability							COUNTS
We are the one who always see the opportunities first.		38	26	14	10	0	88
We the leader is willing to discover new ideas for business improvement and sustenance.		42	28	8	10	0	88
We work closely with external networks and identify strength and weakness of competitors.		30	34	10	14	0	88
These leaders are willing to apologize for their mistake and move on with a determination to give better performance.		34	32	8	14	0	88
	TOTAL	144	120	40	48	0	352
	AVR.R	36	30	10	12	0	88
	PERCENTAGE	41%	34%	11%	14%		100%

From the table 4.7 above, 36 respondents strongly agreed that there is a significant relationship between explorer behaviour of entrepreneurial leader and managerial sustainability representing 41%, 30 respondent representing 34% agreed with the assertion, 10 respondents were neutral with their response while 12 respondents representing 14% do not agree that there is a significant relationship between explorer behaviour of entrepreneurial leader and managerial sustainability.

Table4.8: Accelerator Behaviour on Managerial Sustainability

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Accelerator Behaviour on Managerial Sustainability							COUNTS
Our firm creates supportive environment as well as encourages entrepreneurs to be innovative in performing their task.		42	28	8	10	0	88
Our aim is awakening employees for creative thinking, inspiring them to increase their job performances through incentive approaches in generating enabling environment for them to try new innovative methods.		36	30	10	12	0	88
	TOTAL	78	58	18	22	0	176
	AVR.R	39	29	9	11	0	88
	PERCENTAGE	44%	33%	10%	13%		100%

Source: Field Survey 2022

From the table 4.8 above, 39 respondents strongly agreed that there is a significant relationship between accelerator behaviour of entrepreneurial leader and managerial sustainability representing 44%, 29 respondent representing 33% agreed with the assertion, 9 respondents were neutral with their response while 11 respondents representing 13% do not agree that there is a significant relationship between accelerator behaviour of entrepreneurial leader and managerial sustainability.

Table 4.9 Integrator Behaviour on Managerial Sustainability

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Integrator Behaviour On Managerial Sustainability							COUNTS
Our focus is more to external focus where we pull resources from outside by creating positive environment for organizational improvement.		35	31	10	13	0	88
We like communicating the vision, mission to all staff by encouraging them to engage in entrepreneurial thinking to achieve the business vision.		37	28	8	15	0	88
We aid in keeping the business focused in its mission by supporting new managerial initiatives through a supportive environment for the initiatives to survive.		30	34	9	14	0	88
	TOTAL	102	93	27	42	0	264
	AVR.R	34	31	9	14	0	88
	PERCENTAGE	39%	35%	10%	16%		100%

Source: Field Survey 2022

From the table 4.9 above, 34 respondents strongly agreed that there is a significant relationship between integrator behaviour of entrepreneurial leader and managerial sustainability representing 39%, 31 respondent representing 35% agreed with the assertion, 9 respondents were neutral with their response while 14 respondents representing 16% do not agree that there is a significant relationship between integrator behaviour of entrepreneurial leader and managerial sustainability.

Testing of Hypothesis

A research work will not be concluded unless statistical justification is made based on the responses from the administered questionnaire.

Inference will then be drawn based on the result obtained by subjecting the data to a test using statistical tools. The Chi-Square(X^2) distribution which was specified in the previous chapter is used here to test the hypothesis formulated for this study in the course of hypothesis testing, certain parameters which will be applied are discussed below:

❖ **CONTINGENCY TABLE:**

This refers to as the showing the observed frequencies and the expected frequencies. The marginal frequencies of the column and rows are employed to arrive at the expected frequencies.

❖ **DEGREE OF FREEDOM (DF):**

The contingency table have row (r) and column (c), the number of degree of freedom (DF) is given by DF=(row-1) (column-1) or (r-1) (c-1).

❖ **LEVEL OF SIGNIFICANCE:**

The level of significance for this test is 5% or 0.05, this therefor gives 95% confidence that a right decision will be made.

❖ **CHI-SQUARE TEST:**

The formula for computation of the Chi- Square test is given as:

$$X^2 = \frac{\sum (O_i - E_i)^2}{E_i}$$

Where,

O_i= Observed frequency

E_i= Expected frequency

∑ = Summation

X²= Chi-square

The value of significance assured is 5%.\

Decision Rule

The decision rule is that, if the computed value of Chi-square is greater than the actual value or the critical value, the null hypothesis (H₀) will be rejected at the given level of significance and the alternative hypothesis (H₁) will be accepted instead. However, if the computed Chi-square on the other hand is less than the actual value, the null hypothesis will be accepted.

Testing of Hypothesis 1:

- 1) H₀₁: There is no significant relationship between miner behaviour of entrepreneurial leader and managerial sustainability.

This hypothesis will be tested using:

Table 4.6: Relationship Between Miner Behaviour and Managerial Sustainability

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Miner Behaviour on Managerial Sustainability							COUNTS
We focus on people, procedures processes internally in order to increase the competitiveness.		34	31	10	13	0	88
In order to get external opportunities, the leaders must bring out changes internally so that the organization becomes more competitive and effective.		35	30	8	15	0	88
We target inward, by searching for avenues to expose the hidden treasures that often stay untapped in the company's own operations.		30	35	9	14	0	88
	TOTAL	99	96	27	42	0	264
	AVR.R	33	32	9	14	0	88
	PERCENTAGE	38%	36%	10%	16%		100%

Source: Field Survey 2022

The operation assumption is 5% or 0.05

$$DF = (c-1)(r-1)$$

$$= (3-1)(5-1)$$

$$= 2 \times 4$$

$$DF = 6$$

$$X^2 = \frac{\sum (fo - fe)^2}{fe}$$

Where,

fo= Observed frequency, fe= Expected frequency, \sum = Summation

X^2 = Chi-square, The value of significance assured is 5%.

Table 4.10: Computed Chi- Square (X^2) Value

Option	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$= \sum (Fo-Fe)^2$
					Fe
Strongly Agree	33	17.6	15.4	237.16	13.48
Agree	32	17.6	14.4	207.36	11.78
Neutral	9	17.6	-8.6	73.96	4.20
Disagree	14	17.6	-3.6	12.96	0.74
Strongly Disagree	0	17.6	-17.6	309.76	17.60
Total	88	88		$X^2=$	47.80

$$fe = \frac{\text{Total}}{\text{No of option}} = \frac{88}{5} = 17.6$$

$$X^2 = 47.80 \text{ (chi-square calculated)}$$

The level of significant used is 0.05 at 6 degree of freedom from the chi-square distribution table, the critical value is X^2 (12.59)

Decision Rule: Since the chi-square (X^2) calculated is greater than chi-square (X^2) critical value i.e. $47.80 > 12.59$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is therefore accepted. Therefore, in conclusion there is a significant relationship between miner behaviour of entrepreneurial leader and managerial sustainability.

Testing of Hypothesis 2:

H_{02} : There is no significant relationship between explorer behaviour of entrepreneurial leader and managerial sustainability.

This hypothesis will be tested using

Table 4.11: Relationship Between Explorer Behaviour And Managerial Sustainability

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Explorer Behaviour on Managerial Sustainability							COUNTS
We are the one who always see the opportunities first.		38	26	14	10	0	88
We the leader is willing to discover new ideas for business improvement and sustenance.		42	28	8	10	0	88
We work closely with external networks and identify strength and weakness of competitors.		30	34	10	14	0	88
These leaders are willing to apologize for their mistake and move on with a determination to give better performance.		34	32	8	14	0	88
	TOTAL	144	120	40	48	0	352
	AVR.R	36	30	10	12	0	88
	PERCENTAGE	41%	34%	11%	14%		100%

Source: Field Survey 2022

The operation assumption is 5% or 0.05

$$DF = (c-1)(r-1)$$

$$= (4-1)(5-1)$$

$$= 3 \times 4$$

$$DF = 12$$

$$X^2 = \frac{\sum (fo - fe)^2}{fe}$$

Where,

fo= Observed frequency, fe= Expected frequency, \sum = Summation

X^2 = Chi-square, The value of significance assured is 5%.

Table 4.12: Computed Chi- Square (X^2) Value

Option	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$= \sum (Fo-Fe)^2$
					Fe
Strongly Agree	36	17.6	18.4	338.56	19.24
Agree	30	17.6	12.4	153.76	8.74
Neutral	10	17.6	-7.6	57.76	3.28
Disagree	12	17.6	-5.6	31.36	1.78
Strongly Disagree	0	17.6	-17.6	309.76	17.60
Total	88	88		$X^2=$	50.64

$$fe = \frac{\text{Total}}{\text{No of option}} = \frac{88}{5} = 17.6$$

$$X^2 = 50.64 \text{ (chi-square calculated)}$$

The level of significant used is 0.05 at 6 degree of freedom from the chi-square distribution table, the critical value is X^2 (21.03)

Decision Rule: Since the chi-square (X^2) calculated is greater than chi-square (X^2) critical value i.e. $50.64 > 20.03$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is therefore accepted. Therefore in conclusion there is a significant relationship between explorer behaviour of entrepreneurial leader and managerial sustainability.

Testing of Hypothesis 3:

H_{03} : There is no significant relationship between accelerator behaviour of entrepreneurial leader and managerial sustainability.

This hypothesis will be tested using:

Table 4.13 Relationship Between Accelerator Behaviour and Managerial Sustainability

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Accelerator Behaviour on Managerial Sustainability							COUNTS
Our firm creates supportive environment as well as encourages entrepreneurs to be innovative in performing their task.		42	28	8	10	0	88
Our aim is awakening employees for creative thinking, inspiring them to increase their job performances through incentive approaches in generating enabling environment for them to try new innovative methods.		36	30	10	12	0	88
	TOTAL	78	58	18	22	0	176
	AVR.R	39	29	9	11	0	88
	PERCENTAGE	44%	33%	10%	13%		100%

Source: Field Survey 2022

The operation assumption is 5% or 0.05

$$DF = (c-1) (r-1)$$

$$= (2-1) (5-1)$$

$$= 1 \times 4$$

$$DF = 4$$

$$X^2 = \frac{\sum (fo - fe)^2}{fe}$$

Where,

fo= Observed frequency, fe= Expected frequency, \sum = Summation

X^2 = Chi-square, The value of significance assured is 5%.

Table 4.14: Computed Chi- Square (X^2) Value

Option	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$= \sum (Fo-Fe)^2$
					Fe
Strongly Agree	39	17.6	21.4	457.96	26.02
Agree	29	17.6	11.4	129.96	7.38
Neutral	9	17.6	-8.6	73.96	4.20
Disagree	11	17.6	-6.6	43.56	2.48
Strongly Disagree	0	17.6	-17.6	309.76	17.60
Total	88	88		$X^2=$	57.68

$$fe = \frac{\text{Total}}{\text{No of option}} = \frac{88}{5} = 17.6$$

$$X^2 = 57.68 \text{ (chi-square calculated)}$$

The level of significant used is 0.05 at 6 degree of freedom from the chi-square distribution table, the critical value is X^2 (7.81)

Decision Rule: Since the chi-square (X^2) calculated is greater than chi-square (X^2) critical value i.e. $57.68 > 7.81$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is therefore accepted. Therefore in conclusion there is a significant relationship between accelerator behavior of entrepreneurial leader and managerial sustainability.

Testing of Hypothesis 4

H_{04} : There is no significant relationship between integrator behavior of entrepreneurial leader and managerial sustainability.

This hypothesis will be tested using

Table 4.15 Relationship Between Explorer Behaviour and Managerial Sustainability

Entrepreneurial Leadership Model		SA	A	N	D	SD	
Integrator Behaviour on Managerial Sustainability							COUNTS
Our focus is more to external focus where we pull resources from outside by creating positive environment for organizational improvement.		35	31	10	13	0	88
We like communicating the vision, mission to all staff by encouraging them to engage in entrepreneurial thinking to achieve the business vision.		37	28	8	15	0	88
We aid in keeping the business focused in its mission by supporting new managerial initiatives through a supportive environment for the initiatives to survive.		30	34	9	14	0	88
	TOTAL	102	93	27	42	0	264
	AVR.R	34	31	9	14	0	88
	PERCENTAGE	39%	35%	10%	16%		100%

Source: Field Survey 2022

The operation assumption is 5% or 0.05

$$DF = (c-1)(r-1)$$

$$= (3-1)(5-1)$$

$$= 2 \times 4$$

$$DF = 6$$

$$X^2 = \frac{\sum (fo - fe)^2}{fe}$$

Where,

fo= Observed frequency, fe= Expected frequency, \sum = Summation

Table 4.16: Computed Chi- Square (X^2) Value

Option	Fo	Fe	Fo-Fe	(Fo-Fe) ²	$= \sum (Fo-Fe)^2$
					Fe
strongly agree	34	17.6	16.4	268.96	15.28
Agree	31	17.6	13.4	179.56	10.20
Neutral	9	17.6	-8.6	73.96	4.20
Disagree	14	17.6	-3.6	12.96	0.74
strongly disagree	0	17.6	-17.6	309.76	17.60
Total	88	88		$X^2=$	48.02

$$fe = \frac{\text{Total}}{\text{No of option}} = \frac{88}{5} = 17.6$$

$$X^2 = 48.02 \text{ (chi-square calculated)}$$

The level of significant used is 0.05 at 6 degree of freedom from the chi-square distribution table, the critical value is X^2 (12.59)

Decision Rule: Since the chi-square (X^2) calculated is greater than chi-square (X^2) critical value i.e. $48.02 > 12.59$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is therefore accepted. Therefore in conclusion there is a significant relationship between integrator behavior of entrepreneurial leader and managerial sustainability.

DISCUSSION OF FINDINGS

Based on the data gathered through questionnaires that were distributed to business owners and entrepreneurs of Ikot-Ekpene and Uyo senatorial district, Akwa Ibom State, Nigeria to assess the impact of entrepreneurship leadership and the managerial sustainability in some observations and findings were made. To form the basis of the findings four hypotheses were stated in chapter one, after they were all tested using the chi-test the four alternative hypotheses were accepted and the null hypotheses rejected stating the following:

- 1) There is a significant relationship between miner behaviour of entrepreneurial leader and managerial sustainability.
- 2) There is a significant relationship between explorer behaviour of entrepreneurial leader and managerial sustainability.
- 3) There is a significant relationship between accelerator behaviour of entrepreneurial leader and managerial sustainability.

- 4) There is a significant relationship between integrator behaviour of entrepreneurial leader and managerial sustainability.

CONCLUSION AND RECOMMENDATION

Conclusion

The paper provides insight into the linkages between entrepreneurial leadership and managerial sustainability. As the topic is relatively new, there are still many open questions and gaps to be fulfilled, mainly missing empirical evidence. Additionally, scarce empirical evidence provides mixed results regarding the impact of entrepreneurship leadership on managerial sustainability. Therefore, our paper contributes to fill in the mentioned gap in the literature by providing a quantitative analysis of linkages and impacts between entrepreneurship leadership and managerial sustainability.

The results of this study suggest that entrepreneurship leadership is closely related to managerial sustainability activities and management performance. Entrepreneurship model were found to play a moderating role in the relationship between managerial innovation activities and management performance.

Management Sustainability in SMEs can be said to start with innovative entrepreneurship and maximised internal and external managerial innovation activities. Sub factors of entrepreneurship were mostly found to have positive effects on managerial innovation activities. These results demonstrate that entrepreneurship and managerial innovation activities have a complementary relationship. Therefore, entrepreneurship on the part of SME managers has mutual relationships with most managerial innovation activities and affects management performance. This study suggests that SMEs, to have a competitive advantage, should pay more attention to managerial innovation because of its great importance to business performance. Thus, theoretically, the current study is a step forward toward connecting entrepreneurial leadership to existing management theories such as the resource-based view theory

Recommendations

Based on the results of this study, SMEs should enhance their innovation capacity and expand innovative entrepreneurship and policy finance to achieve competitiveness, survive and show continuous development and growth in a changing environment. Therefore, to sustain and improve on the current height the following recommendations are proffered:

- SMEs should utilise various external resources, such as policy financing agencies, to improve management performance through managerial innovation activities.
- In addition, the government or policy makers should formulate appropriate programs that may enhance leaders' competencies in managing their businesses. Since training programs are too conventional nowadays, other collaborative programs or benchmarking activities can be arranged amongst the SMEs, large or multinational companies, and business associations.
- Finally, they must develop empathy for sustainability, which builds a connection with people, the surroundings, and the environment.

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