

Entrepreneurial Knowledge and Job Creation in Selected Small and Medium Enterprises (SMEs) in Edo State

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ABSTRACT

Few studies have critically examined the impact of entrepreneurial expertise on job creation despite the abundance of research on Nigeria's SME sector. This is because the skills required to start a firm differ from those required to run one. The study therefore examined the relationship between entrepreneurial knowledge and job creation in Edo State Nigeria. This study's primary goal is to find out how factors related to an entrepreneurial knowledge relate with job creation in Edo State. A cross-sectional survey research design was used for this investigation. To investigate the link between the variables under inquiry, inferential statistics were employed. The results showed that entrepreneurial knowledge have a major impact on the creation of jobs in a specific group of SMEs in Edo State, Nigeria. Owner-managers of the selected SMEs in Edo State to pay attention and resources to ensure that they upgrade their entrepreneurial knowledge so that it can enhance its capacity to create jobs for the citizens.

KEYWORDS: SMEs, Job creation, entrepreneurial knowledge, innovativeness, Entrepreneurial mindset

INTRODUCTION

The desire to run a successful Small and Medium Enterprise (SME) is a goal entrepreneurs seek to achieve because the ripple effect of a successful SMEs creates opportunities for employment, revenue generation for the individuals and the government, improves standard of living and as a result reduce poverty and enhance economic growth and development (Deloitte, 2017). However, SMEs across the globe have been experiencing poor performance evidence by persistent decline in productivity, profitability and sustainability. While the contributions of SMEs to economic growth and development are generally acknowledged, entrepreneurs are facing many obstacles that limit their long-term survival and development. It is therefore imperative for entrepreneurs to develop critical mindset that can enhance its overall business success.

SMEs worldwide have been facing subpar performance, as seen by a steady decrease in production, profitability, and sustainability. Even while SMEs are widely acknowledged for their

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contributions to economic growth and development, their long-term survival and expansion are constrained by a number of challenges that entrepreneurs must overcome. Thus, it is essential for business owners to cultivate a critical mindset that can improve their company's overall performance.

Globally SMEs plays a major role in most economies, and account for the majority of businesses worldwide and an important contributor to job creation and global economy development (World Bank, 2019). In the United States, SMEs are significant drivers of economy growth, job creation, and new innovation. This is because, SMEs constitute about 99.7% of all United States businesses and almost half of the total private sector employment; hence, considered the backbone of the United States economy (Deloitte, 2017). In the United Kingdom, SMEs are considered vital to the economy as employers are major contributors to economic growth (Roland 2018). SMEs accounted for 99.9% of all private sector businesses at the start of 2017, and 60% of all private sector employment (Nesta, 2017). Despite the crucial

role SMEs play as employers of labour, UK SMEs productivity continues to be disappointing (Nesta, 2017). In the first quarter of 2018, productivity stood at 19% below its pre-crisis trend of 45% in 2013 (BDRC Continental, 2018). Further, SMEs poor productivity has contributed to their low survival rates (Mallett, Wapshott & Vorley, 2018). Many start-ups do not survive, and many small firms remain small for long periods of time (Hassan, Maina & Mahammad, 2016).

Statement of the Problem

Despite the deluge of studies on the SME sector in Nigeria, few studies have critically investigated effect of entrepreneurial knowledge on job creation since the skills needed to set up a business is not same as those needed to run a business (Edward, 2012). Most of the existing studies often focus on impact of personality traits and entrepreneurship education on entrepreneurial intentions of business and engineering students (Ana & Nelu, 2019), impact of entrepreneurship training on entrepreneurial efficacy and alertness among adolescent youth (Ho., Uy, Kang, & Chan, 2018); entrepreneurial mindset and performance of small and medium scale enterprises in Makurdi metropolis, Benue State, Nigeria (Emmanuel, Hembadoon, & Alexander, 2018) among others.

The main objective of this study is to investigate the relationship between entrepreneurial knowledge and job creation in selected SMEs in Edo State.

Research Question

The study addressed the research question below;

How does entrepreneurial knowledge affect job creation of selected SMEs in Edo State?

Hypothesis

The hypothesis below was tested in this study: entrepreneurial knowledge does not impact significantly on job creation of selected SMEs in Edo State.

Literature Review

Concept of Entrepreneurial Knowledge

Entrepreneurial knowledge seeks to provide people with the knowledge, skills and motivation to encourage entrepreneurial success in a variety of settings (Stovang & Nielsen 2015). Entrepreneurial knowledge describes the ability to recognize or create an opportunity and take action aimed at realizing an innovative knowledge practice or product (Didenko & Pliego, 2014). Entrepreneurial knowledge refers to an individual's appreciation of the concepts, skills and mentality expected of an entrepreneur (Hamburg, 2015). Massad and Tucker (2009) articulated that entrepreneurial knowledge can be acquired and

developed through consistent exposure to entrepreneurship activities. Small and medium scale enterprises need entrepreneurial knowledge to be creative. Small and medium scale enterprises need entrepreneurial knowledge on the skills required in growing the business such as interpersonal skills, critical and creative thinking skills (Audretsch, Lehmann, Belitski, & Cajazza, 2018). Entrepreneurship knowledge can be gained in different ways, and Pittaway and Edwards (2012) distinguish four different approaches to teaching entrepreneurship. They propose that the approach of teaching can be "about," "for," and "through." Most entrepreneurship education has been found to be of the "about" approach, which has a more traditional pedagogy that does not engage the students in activities and projects (Pittaway & Edwards, 2012; Stovang & Nielsen 2015).

Entrepreneurial knowledge emphasizes on teaching the workers or employees with the passion and desired skills needed to create an entrepreneurial firm and guide the firm successfully via its initial stage to maturity stage (Njenga & Theuri, 2016). It seeks to provide SMEs with the knowledge, skills and motivation to encourage entrepreneurial success in a variety of settings (Izedonmi & Okafor, 2010; Maria, 2010). Entrepreneurial knowledge is designed to teach the skills and knowledge that is needed to be known before embarking on a new business venture. This would enhance necessary identification and avoidance of many pitfalls awaiting the less well trained and vigilant contemporaries. The training in entrepreneurial knowledge may initially be perceived as a cost in terms of time and money but it would eventually be appreciated (Yusuf, 2017).

Characteristics of entrepreneurial knowledge include personal development, creativity, self-reliance, initiative taking and action orientation. Advantages of entrepreneurial knowledge is that it teaches entrepreneurs to think outside the box and nurtures unconventional talents and skills. Furthermore, it creates opportunity, ensures social justice, instils confidence and stimulates the economy. On the contrary, the limitation of acquiring entrepreneurial knowledge and becoming an entrepreneur is that it comes with a high level of risk.

Entrepreneurial knowledge is needed by the small and medium scale enterprises to know how to raise capital and how to find a business model that works for the business. The management of the SMEs must be knowledgeable on how to improve their services to the public. Entrepreneurial knowledge will help SMEs know the benefits of the products or services they render or produce and how to interact those

benefits to their customers and potential customers. They also need to be knowledgeable on the needs of their potential customers (Audretsch *et al.*, 2018).

Concept of Job Creation

The process of creating new jobs, particularly for those who were jobless or idle, is referred to as job creation. For social partners, civil society, and policy makers alike, it is frequently at the top of the development agenda. Any program aimed at economic recovery must prioritize job creation. The development of more durable livelihoods in the public or private sectors, as well as short-term, impactful possibilities that are immediately available, can all be included in the broad category of job creation. Making a distinction between these various activities is crucial since any program aimed at creating jobs must take sustainability and long-term effects into account. A net increase in the number of workers directly employed in a certain establishment is referred to as job creation. Therefore, the apparent number of employment produced during that 12-month period must be reduced by any jobs lost during that same period. Any program aimed at economic recovery must prioritize job creation. The development of more durable livelihoods in the public or private sectors, as well as short-term, impactful possibilities that are immediately available, can all be included in the broad category of job creation. Making a distinction between these various activities is crucial since any program aimed at creating jobs must take sustainability and long-term effects into account. On many levels, it is essential to provide work. Politically, jobs create a stake for the populace in the peace process by offering alternatives to violence to young men and women. Economically, poor people who work earn money.

Theoretical Review

Resource-Based View

Resource Based theory was propounded by Penrose (1954) in her work, "The theory of the Growth of the firm". Barney (1991) indicates that the possession of strategic resources provides an organization with a golden opportunity to develop competitive advantages over its rivals. These competitive advantages in turn can help the organization enjoy strong profits. According to Wernerfelt (1984) a strategic resource is an asset that is valuable, rare, difficult to imitate, and no substitutable. A resource is valuable to the extent that it helps a firm create strategies that capitalize on opportunities and ward off threats.

Resource-based theory attributes advantage in an industry to a firm's control over bundles of unique material, human, organizational and locational

resources and skills that enable unique value-creating strategies (Barney, 1991). Resource Base View (RBV) contends that certain assets and capabilities provide the foundation for a competitive advantage, and thereby set the stage for substantial performance (Wernerfelt, 1984). A firm's resources are said to be a source of competitive advantage to the degree that they are scarce, specialized, appropriable (Amit & Schoemaker, 1993), valuable, rare, difficult to imitate or substitute (Barney, 1991). When the imitative actions have come to an end without disrupting the firm's competitive advantage or when it is not easy or cheap to imitate, the firm's competitive strategy can be called sustainable as supported by Barney (2001), Haberberg and Rieple (2008), and Grant (2010) or when barriers to imitation are high (Hill & Jones 2009). According to Hill and Jones (2009), the pursuit for sustainable competitive advantage has been the primary objective in the study of a firm's competitive strategy and generation of superior profitability.

The theory is based on the assumption that firms acquire various resources and develop unique capabilities based on how they combine and use the resources. That resources and certainly capabilities are not highly mobile across firms and that the differences in resources and capabilities are the basis of competitive advantages (New-Bert, 2007). In the RBV of the firm, a firm's performance is affected by firm-specific resources and capabilities (Barney, 1996). This implies that, in the RBV, resources are allocated heterogeneously (unevenly) within an industry (Peteraf & Barney, 2003). Organizations therefore must be aware of their strengths and weaknesses, as they have to develop strategies on how to outperform competitors with the given resources bundles and capabilities (Wernerfelt, 1984).

However, despite the increased literature devoted to use of RBV. The theory has its own critics. According to Hedman and Kalling (2003), this theory is criticized for neglecting the obstacles to dynamics and managements. Chan *et al.* (2004) similarly criticizes the theory for its implicit assumption of static equilibrium yet competitive advantages stem from developing current capabilities that are highly effective in responding to the organizational environment.

Supporting this theory, in order for firms to attain competitive advantage in this competitive environment, they need to provide value to customers. This value can be derived from either cost advantage, service or differentiated products. Resource-based theory therefore, focuses on the relationship between a firm's internal resource stability and the ability to stay competitive through its

strategy formulation (Porter & Kramer, 2006). This theory is applicable to this study because the RBV is important to understand value may stem from strategic alignment of risk taking, innovativeness, entrepreneurial alertness, entrepreneurial knowledge as resources and a source of business success and competitive advantage. Furthermore, other studies support the importance of having a good strategy to attain competitive advantage from the resource-based view (Foss & Knudsen, 2003; Gottschalg & Zollo, 2007; Hult & Ketchen, 2001; Ramsay, 2001). A well-formulated and implemented strategy can exert a significant effect on attaining a level of competitive advantage (Arend, 2003; Powell, 2003; Porter & Kramer, 2006; Richard, 2000). The resource-based view provides an avenue for organisations to plan and execute their organisational strategy by examining the position of their internal resources and capabilities towards achieving competitive advantage (Kristandl & Bontis, 2007; Sheehan & Foss, 2007).

The RBV theory is relevant to this study because the resource-based view (RBV) of the firm predicts that certain types of resources owned and controlled by firms have the potential and promise to generate competitive advantage, which eventually leads to superior organisational performance (Ismail, Raduan, Jegak, & Abdullah, 2012)

Empirical Review

Entrepreneurial mindset and Job creation

Zoia, and Jagienka (2019) and Samuel, Albert, Nathaniel, and Bedman (2018) found that increases in the levels of entrepreneurial alertness are related to increases in new venture creation and performance. Similarly, Ana, and Nelu (2019) illustrated that locus of control, need for achievement and entrepreneurial knowledge proved to be important determinants for venture creation among young students, both independently and under the action of control variables. Also, Meriza, Yuyus, Yuyun, and Diana (2016) found a positive relationship has been established between entrepreneurial knowledge and business creation. In the same vein, Olufemi (2018) found that the behavioural component of the students' attitude toward entrepreneurship education was positive. In the same vein, Daria, Pietro, and Peter (2015) and Mariacristina, and Marco (2018) revealed that innovativeness has a significant impact on employment growth. The empirical findings from previous studies found that small and medium enterprises are significant drivers of economic development. The findings revealed that entrepreneurial mindset plays an important role in economic development and job creation.

The study of Daria, Pietro, and Peter (2015) on innovation and job creation found that innovativeness has a significant impact on employment growth. Likewise, Mariacristina and Marco (2018) found a significant effect between innovation and job creation. In the same vein, Akpan and Etor (2013) in their study revealed that lecturers were positive in their perception of the relevance of entrepreneurship education as an empowerment strategy for graduate self-employment. Also, Oni (2012) reported that a highly innovativeness and proactiveness enterprise responded positively to performance measures with consistent increase in size and employment of qualified and competent personnel. Likewise, Thomas and Sophia (2018) measuring entrepreneurial mindset in youth found that the entrepreneurial mindset index is a reliable and valid assessment tool to measure entrepreneurial mindset. The findings revealed that growing entrepreneurial mindset has a positive effect in getting youth to see entrepreneurship and self-employment as a possible career path and something that can be learned and developed. Similarly, the results revealed that entrepreneurial mindset has a positive effect on youth intentions to start a business.

The study of Mohammad, Adedeji, Mohammad, and Saidur (2017) found that no one method can be adopted on its own to build entrepreneurial intention among students and that several methods have to be used jointly to ensure effectiveness based on the needs of the students, the knowledge base of the teacher, the content of the course to be taught and the environment in which learning is to take place. Also, Ho, Uy, Kang, and Chan (2018) on the impact of entrepreneurship training on entrepreneurial efficacy and alertness among adolescent youth found that those who went through entrepreneurship training had significantly higher entrepreneurial alertness and efficacy levels compared to those who did not go through training. Findings also revealed that even with gender effects accounted for, the higher entrepreneurial alertness and efficacy levels in the treatment group are due in part to both passive and active/hands-on elements of the program. In the same vein, Erik, Håkan, Peter, and Timothy (2017) revealed a significant positive changes (enhancements) of the students' opportunity recognition and individual entrepreneurial intention to start a business.

The findings of Ngek (2012) indicated a low level of entrepreneurial mindset in South Africa. This deduction led to the establishment of the fact that the lack of an entrepreneurial mindset contributes to the high failure rate of SMEs in South Africa and the relatively high rate of youth unemployment. Likewise, Ana and Nelu (2019) found that locus of

control, need for achievement and entrepreneurial knowledge proved to be important determinants for venture creation among young students, both independently and under the action of control variables. Also, respondents' gender had a significant influence on one's intention of opening a business in the future, with males being more inclined to become entrepreneurs than females. In the same vein, Meriza, Yuyus, Yuyun, and Diana (2016) on the influence of entrepreneurial mindset toward competitive advantage of West Java new entrepreneur program revealed that entrepreneurial mindset dimension of pursuing opportunities with enormous discipline aspect has influence toward competitive advantage as well as pursuing only the very best opportunity. Furthermore, a positive relationship has been established between education and business creation.

In corroboration with the previous positive findings, Fauzia, Mohd, and Marios (2017) revealed that socioeconomic conditions are an influential factor in the entrepreneurial start-up process, and affirms the role of education in entrepreneurial development in a collectivistic society. Likewise, Liv (2014) revealed a positive effect of entrepreneurship education on entrepreneurial intention. The results indicate that entrepreneurship graduates to a certain extent are more interested in setting up their own company in the future, but this tendency is much lower than what is found in other European studies. The results of empirical findings highlighted above indicated that, ceteris paribus, innovative, smaller and younger firms are more likely to experience high employment growth episodes than non-innovative firms. More interestingly, among those firms that contribute more to yearly job creation (high-growth firms), only innovative companies are able to sustain high growth over time (in contrast to non-innovative firms). This findings is not in tandem with the study hypothesis which indicated no significant effect of entrepreneurial mindset dimensions on job creation.

Response Rate

Response Rate: Small business owners	Frequency	Per cent (%)
Returned and used	348	100%
Sample Size	348	100%

Source: Field Field Survey Data (2023)

Descriptive Analysis, Interpretation and Discussion

The descriptive analysis of the respondents' opinions was done in this section first by dealing with the independent variables, followed by the dependent variables. The responses were based on a six point Likert-type scale coded with numerical values for ease of analysis. The values assigned were 6 for very high extent (VHE), 5 for high extent (HE), 4 for partially high extent (PHE), 3 for partially low extent (PLE), 2 for low extent (LE), and 1 for very low extent (VLE). Results were interpreted using descriptive statistics such as percentages, mean and standard deviation. The mean of the responses using a width of class interval were interpreted as follows: 5.50-6.00 implied very high degree, 4.50-5.49 implied high degree, 3.50-4.49 implied moderately high degree,

Methodology

This study adopted a survey design to examine the effects of entrepreneurial knowledge among registered SMEs in Edo State because it provides a high level of general capability in representing a large population at a point in time. The population of this study comprised of two thousand six hundred and seventy seven (2,677) owner/managers of SMEs operating in Edo State and registered with small and medium enterprises development agency of Nigeria (SMEDAN, 2017).

The Taro Yemane formula sample size formula is appropriate been a scientific method to determine sample size from a known population.

$$n = \frac{N}{1+N(e)^2} \quad N = 2677 / 1 + 2677(0.05)^2 = 348$$

The study employed the use of a primary data because it helps to get first hand information from the selected respondents. The questionnaire was used as the instrument to collect the primary data and it was distributed and collected by the researcher and with the help of research assistants from the SMEs under investigation.

Model Specification

Y = f(X)
 Y = Dependent Variable
 X = Independent Variables

Where:
 x = Entrepreneurial Knowledge (EK)
 y = job creation

The Regression Model is as follow:

Hypothesis
 JC = f (EK)
 JC = a₀ + β₁EK + e_i..... equation

Data Presentation and Analysis

The unit of analysis in this study were owner-manager of selected SMEs in Edo State, Nigeria. A total of three hundred and forty eight (348) copies of questionnaire were administered and returned.

2.50-3.49 implied moderately low degree, 1.50-2.49 implied low degree and 0.50-1.49 implied very low degree. A standard deviation of more than 1 indicates that the responses are widely distributed and where it is less than 1, it indicates consensus on responses obtained.

Analysis of Objective One and Research Question One

Research Objective One: evaluate the effect of entrepreneurial mindset dimensions on job creation of selected SMEs in Lagos State, Nigeria.

Research Question One: How does entrepreneurial mindset dimensions affect job creation of selected SMEs in Lagos State, Nigeria?

The first objective of this study sought to evaluate the effect of entrepreneurial mindset dimensions on job creation of selected SMEs in Lagos State, Nigeria. To achieve this objective, respondents were requested to indicate how high or low they assessed the statement in relation to entrepreneurial mindset dimensions (entrepreneurial knowledge, innovativeness, business alertness, risk taking, and autonomy) and job creation of selected SMEs in Lagos State, Nigeria. The findings showed the frequencies, percentages, mean and standard deviations as presented in table 4.5-4.10:

Table 4.5: Descriptive Statistics on Respondents Responses to Entrepreneurial Knowledge

Entrepreneurial Knowledge	Very High	High	Moderate High	Moderate Low	Low	Very Low	Mean	Standard Deviation
Knowledge of support services	52.7%	28.6%	14.9%	3.0%	0.9%	0.0%	5.29	0.890
Vision development	39.3%	39.3%	15.8%	2.7%	3.0%	0.0%	5.06	1.065
Technical knowledge	22.9%	38.1%	22.6%	13.7%	1.8%	.9%	4.64	1.086
Business knowledge	19.0%	52.7%	14.3%	9.2%	4.8%	0.0%	4.72	1.028
Negotiation skills	14.3%	50.6%	25.0%	6.3%	3.9%	0.0%	4.65	0.934
Average							4.872	1.000

Source: Researcher's Field Survey Results (2023)

According to results in Table 4.5, 52.7% of the SMEs owner-manager responded very high to knowledge of support services, 28.6% high, 14.9% moderate high, 3.0% moderate low, and 0.9% low. On average, the respondents indicated that they possess knowledge of support services is high with a mean of 5.29 and standard deviation of 0.890. Results also indicated that 39.3% of the owner-managers responded very high on vision development, 39.3% high, 15.8% moderate high, 2.7% moderate low, and 3.0% indicated low. On average, the respondents indicated that they do vision development is high with a mean of 5.06 and standard deviation of 1.065.

Also 22.9% of the owner-managers responded very high to possess technical knowledge, 38.1% high, 22.6% moderate high, 13.7% moderate low, 1.8% low and 0.9% very low. On average, the respondents indicated that they possess technical knowledge is high with a mean of 4.64 and standard deviation of 1.086. Also 19% of the owner-managers responded very high to possess business knowledge, 52.7% high, 14.3% moderate high, 9.2% moderate low, and 4.8% low. On average, the respondents indicated that they possess business knowledge is high with a mean of 4.72 and standard deviation of 9.34.

Last on the table shows 14.3% of the owner-managers responded very high that they possess Negotiation skills, 50.6% high, 25.0% moderate high, 6.3% moderate low, and 3.9% low. On average, the respondents indicated that they possess Negotiation skills with a mean of 4.65 and standard deviation of 0.934. The grand mean for entrepreneurial Knowledge is 4.872 with standard deviation of 1.000, indicating that entrepreneurial Knowledge is high. The value of standard deviation implies that the response were moderately dispersed from the mean.

Summary of multiple regression analysis for the effect of Entrepreneurial knowledge and Job creation of selected SMEs in Lagos State, Nigeria

Model	Beta	t	Sig.	R	R ²	Adj. R ²	Anova Sig.	F(df)
(Constant)	3.302	13.407	.000	0.403	0.162	0.153	0.000	16.697(5,431)
Entrepreneurial knowledge	.096	2.082	.038					

A. Dependent Variable: Job creation

B. Predictors: (Constant), Entrepreneurial knowledge, innovativeness, business alertness, risk taking, and Autonomy

Source: Researcher's Field Survey Results (2023)

Table above presents the results of multiple regression analysis for the effect of Entrepreneurial knowledge on Job creation of selected SMEs in Edo State, Nigeria. The table presents a model fit which establishes how the model equation fits the data. Given a multiple regression analysis, the Adjusted R^2 was used to establish the predictive power of the study's model. From the results, entrepreneurial mindset dimensions have positive and moderately weak relationship with job creation of selected SMEs ($R = 0.403$, $p=0.000$). The adjusted coefficient of determination ($Adj R^2$) of 0.153 showed that Entrepreneurial Mindset dimensions explained 15.3% of the variation in job creation of the selected SMEs under study while the remaining 84.7% variation in job creation is explained by other exogenous variable different from Entrepreneurial Mindset dimensions considered in this study. This result suggests that Entrepreneurial Mindset dimensions influence 15.3% of job creation for the selected SMEs in Lagos State, Nigeria.

Furthermore, Table 4.11 presents the results of ANOVA (overall model significance) of regression test which revealed that the combined entrepreneurial mindset dimensions have a significant effect on job creation of selected SME in Lagos State. This can be explained by the F-value (16.697) and p-value (0.000) which is statistically significant at 95% confidence interval. Hence, the result posited that Entrepreneurial knowledge adopted by selected SMEs in Edo State influenced job creation and was statistically significant at 95% confidence level.

$$JOBc = 3.302 + 0.096ENK \dots\dots\dots Eq.$$

Where: JOBc = Job Creation

ENK= Entrepreneurial knowledge

According to the regression equation above, taking all factors constant at zero, job creation of selected SMEs in Edo State is 3.302. The result also indicates that taking all other independent variables at zero, a unit change in entrepreneurial knowledge will lead to a 0.096 increase in job creation of selected SMEs in Edo State given that all other factors are held constant

Findings

From the interpretation of analyses of data collected and findings of the study, it can be deduced that entrepreneurial knowledge have significant effect on job creation of selected SMEs in Edo State, Nigeria ($Adj R^2 = 0.153$, $F(5,431)=16.697$, $p= 0.000$)

Conclusion

Based on the empirical findings, this study concluded that there was a statistically significant effect of Entrepreneurial mindset dimensions (entrepreneurial

knowledge, innovativeness, business alertness, risk taking, and Autonomy) on each of the measures of SMEs success which include job creation, market share, sales growth, profitability, and productivity. Hence, the study established that entrepreneurial mindset have a significant effect on the success of selected SMEs in Lagos State, Nigeria.

Recommendations

Based on the findings of this study, it is recommended that owner-managers of the selected SMEs in Edo State to pay attention and resources to ensure that they upgrade their entrepreneurial knowledge so that it can enhance its capacity to create jobs for the citizens.

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