

Moderating Effect of Environmental Factors on the Nexus between Entrepreneurial Orientation and Job Creation in Edo State, Nigeria.

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Abstract

This study examined the Moderating Effect of Environmental Factors on the Nexus Between Entrepreneurial Orientation (EO) and Job Creation in Edo State Nigeria. The study made use of survey research design. The total population of the study comprised of 400 entrepreneurs that cut-across the 3 senatorial districts in Edo State, Nigeria, from which a sample size of 174 was selected. The study adopted Simple random sampling method, and Krejcie and Morgan table for sample size determination giving a sample size of 174. The method of data analysis was Multiple Regression Analysis with the aid of Statistical Package for Social Science (SPSS) version 23. The study found that innovativeness has positive (33.233) and significant (.000) effect on job creation in Edo State. In the same vain, the study found that risk-taking has positive (.39.856) and significant (.000) effect on job creation in Edo State. The study recommended that government should revamp and adequately fund entrepreneurship education to ensure graduates acquire top-notch knowledge and skills, emphasizing the benefits and potential of self-employment through innovative entrepreneurship. Enhance risk management awareness among Nigerian graduate, equipping them with the confidence to take calculated risk in launching new ventures and scaling existing business.

Key words: Economy, Entrepreneurship, Entrepreneurial Orientation, Job Creation, and Skills.

Introduction

Every person in a perfect physical, mental and social health, as well as necessary training, knowledge, and skills, would want to engage in a meaningful work, either through self-employment or wage employment. This is to enable them the bare needs of life which includes food, clothing and shelter. It is strongly anticipated that in the event where these individuals are unable to meet these fundamental demands due to unemployment, they will likely display certain unquestionable attitude typically associated with unemployment. These actions may not align with the accepted moral principles, societal norms, ethical standards, and citizen behavior which may consequently provide grave difficulties to the society. These challenges includes; insecurity, militancy, armed banditry, child trafficking, sexual immoralities/prostitution, drug abuse, political thuggery, kidnapping, violent crimes and social delinquent behaviors among others. (Chikezie, Nzewi, and Erhimwinosa 2018), said that in societies where youth in their numbers seek for white-collar jobs at the expense of creating new jobs, will have severe consequences in the vices associated with increasing unemployment rate.

The alarming trend of the educated Nigerians' unemployment rate, calls for the attention of all stakeholders. The Nigerian graduate unemployment was put at about 90% by Adeniyi, Gemade, and Derera, 2022. The proverb that says "an idle mind is the devil's workshop" implies that there may be proneness for criminal tendencies and other unwholesome activities that do not align with the necessary society standards, conduct and behavior. Besides the graduates with no jobs, Ita & Bassy (2022), also reported that about 140 million Nigerian youths estimated at 65% still struggle today finding jobs. The increasing unemployment rate can be attributed to the inefficiencies and unwillingness to engage in entrepreneurial practice for fear of risk taking and poor innovative capacities.

Edo State was prominent in certain entrepreneurial talents before the arrival of Colonial government in Nigeria. The people of Edo State were known as professionals in art and craft, beard making, clothes weaving, goldsmiths etc. During this era unemployment was never envisaged as a phenomenal considering the industrious nature of the people of Edo State. However, the growth and sustainability of these creative ideas, self-reliance and entrepreneurial skills of the people were never advanced by successive government as a result of the introduction of formal education which came along with the colonial masters, and enforced by the government. The government also failed in her responsibilities to establish a reliable mechanism in furtherance to improving and strengthening the entrepreneurial talent that hitherto existed with the people. To this end, the consistent growth and sustainability of self-employment and the entrepreneurship skills of the pre-colonial era in Edo State Nigeria significantly derailed. A situation viewed by Raimi, (2010) to be responsible for the permanent reliance and dependent on the colonial masters, and the enthusiasm of Nigerians to depend largely on all-ready-made jobs.

Today, the scourge of unemployment in Nigeria like many other developing countries of the world, has reached a crises level, and also undermines the Edo State economic resilience and growth where there is so much youths/graduates with endless search for jobs leading to an unacceptable conduct of patriotic citizens. Corruption, government maladministration and insensitivity, poor infrastructural development, unfavorable business environment, uncontrolled population scourge, poor education and skills development, rapid technological changes, social and psychological problems are the major driving forces of unemployment. While entrepreneurs are primarily driven by the goal of maximizing profit, they also serve as visionary pioneers, leveraging their innovative ideas to address economic and societal challenges, such as unemployment. Through their willingness to take calculated risks and invest in human capital, entrepreneurs establish and manage businesses that create value, drive growth, and foster positive change.

The Research Problem

The unprecedented unemployment crises in Edo State can be attributed to a combination of factors, including rampant corruption, unchecked population growth, inadequate entrepreneurship skills development, infrastructure deficits, lack of innovative ideas, and aversion to risk-taking, among others. The consequences of unemployment are far-reaching, leading to criminal activities, boredom, inactivity, despair, health problems, starvation and even death. Therefore, it is crucial to investigate the impact of entrepreneurial orientation on job creation and unemployment reduction, with a focus on enhancing entrepreneurship skills development to create new jobs opportunities and sustainable economic growth in Edo State Nigeria. Additionally, this study aims to raise awareness among policymakers about the significance of entrepreneurship skills development and its influence on job creation, using indicators such as risk-taking and innovativeness to inform effective policy intervention.

The Study Objectives

The general objective of the study is to assess the moderating effect on environmental factors on the nexus between entrepreneurial orientation and job creation in Edo State Nigeria. Specific objectives are:

1. To examine the impact of innovativeness on job creation in Edo State.
2. To investigate the influence of Risk-Taking on job creation in Edo State.

REVIEW OF RELATED LITERATURES

Concept of Entrepreneurial Orientation (EO)

Entrepreneurial orientation (EO) is a key concept when executives are crafting strategies in the hopes of doing something new and exploiting opportunities others cannot exploit. Entrepreneurial orientation has become the most established constructs in entrepreneurship and broader management research and number of current reviews of the (EO) literature have been conducted (Cuvin and Miller, 2014). The central component of entrepreneurship and strategy is Entrepreneurial Orientation (EO). It reflects managerial vision, and informs the organizational efforts required to produce innovations that create value for customers and businesses that serve them.

Entrepreneurial orientation (EO) and entrepreneurship are inextricably linked concepts. The process of seizing opportunities that calls for entrepreneurial traits is known as entrepreneurship (Nasution et al, 2011). Entrepreneurial Orientation (EO) as a multidimensional construct is seen as an idea or theory, typically one considered to be subjective and not based on empirical evidence. The five fundamental traits that characterize entrepreneurial orientation also shape the mindset and the behaviour of entrepreneur. Entrepreneurial Orientation (EO) refers to the recognition and strategic leveraging of

inherent entrepreneurial talents and attitude, activating and utilizing them to drive innovative ventures, create new ones, thereby fostering a culture of entrepreneurship and growth.

Entrepreneurial Orientation is defined as individual's attitude towards engaging in entrepreneurial activities, be it within an existing firm or creating new ventures (Rauch et al, 2009). Miller (1983) appears to offer the earliest operationalization of the entrepreneurial orientation concept. For clarity of the constructs of entrepreneurial orientation EO, he defines entrepreneurial firm as that which engages in production, marketing innovation, undertakes somewhat risky ventures, and first to come up with proactive innovations, beating competitors to the punch. Entrepreneurial orientation consists of five dimensions which include Innovativeness, Risk-taking, pro-activeness, autonomy and competitive aggressiveness (Miller, 1983).

Innovativeness: This is an act that sees creative ideas through, resulting in new products or services. Schumpeter refers to innovation as the process of creatively destructing an "old order" in order to create a "new order" as a result of new combinations. Innovative organization sees things the way others sees them but do things differently. It is the ability to translate creative ideas into something concrete, unique or novel. Innovation required brand- new skills and may make the existing skills obsolete. Either way, innovation is aimed at the development of new products, service and process.

Risk-taking: This is the willingness and readiness to commit resources (owned or borrowed) to pursue identified market opportunities that have a reasonable possibilities of losses. Risk-taking as an important features of entrepreneurship, it is not just about taking uncontrollable risks, but it is about taking moderate and calculated risk. It means the tendency to engage in bold rather than cautious actions.

Pro-activeness: This is the ability of an organization to identify or anticipate market opportunities and marshal out resources to exploit the identified opportunities before other competitors notice the presence of the opportunities. It is about being the first or among the first organization to spot the presence of market opportunities and exploit them.

Competitive Aggressiveness: This refers to the different tactics or strategies that an organization uses to compete and outsmart competitors in the market place. It entails massive deployment of resources and vigorously pursuing market opportunities with a view to outsmarting others.

Autonomy: Giving a free hand to employees to explore and exploit market opportunities. Since innovation and creative ideas begin from the employee, they should be allowed to experiment their creative and innovative ideas and skills, bring them to fruition without being obstructed or interfered with by the organizational bureaucracies. However, this study focuses specifically on innovativeness and risk taking propensity as key the indicators for examining the relationship between entrepreneurial

orientation and job creation in Edo State, providing a nuance understanding of the complex dynamics at play.

Job Creation

Entrepreneurial activity drives economic growth and job creation (Sunday et al, 2016). In the last few decades, national and sub-national government across the globe have placed greater emphasis on getting more people involved in market activities because they believe it is essential to achieving long term improvements in living standards (Sunday et al, 2016). An increased emphasis on entrepreneurial activity as a means of generating economic growth has resulted from an increasing degree of uncertainty in the global economy, as indicated by rising unemployment rates, which have halted the rate of job creation and subdued economic recovery. However, policy makers are paying considerable attention to the specific role of start-ups and high investments in research and development as possible job creation strategies (Sunday, et al 2016).

The process of creating new jobs, particularly to give jobless individuals a place to work, is known as job creation. Job would only said to have been created when it allows the basic satisfaction to the job seeker in terms of providing him with the ability to achieve a meaningful livelihood. Also, if a job doesn't replace any economic activity and has the perks which potential employees need to feel satisfied, then it's considered to have been created. The current rate of technological improvement will force enterprises to continuously find ways to industrialize and computerize manufacturing processes in order to reduce cost. And as a result, many jobs will become obsolete and new ones will be created. Innovation, risk-taking and change adaptation are the keys to unlocking the future potentials, whether starting new businesses or growing current ones.

That there are over 30.2 million small firms in the United States overall...that is, companies with about 500 employees or fewer... and that these small enterprises employ roughly 58.9 million people, or just under half of the country's population (Soraki, 2019). Employment creation is the process of allocating one's time to completing an economic task. Jobs falls into two main categories: employment jobs and entrepreneurial jobs. A legally binding agreement between an employer and employee for a specific duty is called employment. On the other hand, an entrepreneurial role is one that an individual develops by starting a business on their own through initiative inventiveness taking calculated risk. Therefore, an entrepreneurial plan aimed at enhancing job creation ought to be suitably devised and upheld, with major emphasis on: strive to impact the essential skills needed to launch and expand a firm; Encourage the normal Edolites to develop entrepreneurial education, ideas, creativity, skills, knowledge, and abilities; Encourage young Nigerian graduates to start their business with less or calculated risk; Inform recent graduates of the benefits, incentives, and advantages of working for oneself; Assure a consistent

flow of work for recent graduates and a discernible improvement in the standard of entrepreneurial knowledge and abilities that students and graduates acquire.

Today's endemic unemployment in Nigeria cannot be controlled effectively or addressed by government employment in the civil service or by government-created possibilities, which are woefully inadequate and ineffectual. There is no doubt that effort to reduce unemployment and advance the Edo State economic growth is beyond government created employment alone. The majority of the time, the government claims to reduce unemployment and generate new jobs were really political ploys. Because of this, we are seeing an unacceptable low rate of formal job creation, much below the demand of Nigerians, and Edo State in particular, whose graduation rate is rising at an unprecedented rate.

Innovativeness and Job creation

The Edo people's natural inclination towards innovation continued to thrive, even as government support for entrepreneurship was lacking, until now when the government recognizes the sector's potentials for job creation. Innovativeness is an act that sees creative ideas through, resulting in new products or services. Schumpeter refers to innovation as the process of creatively destructing an "old order" in order to create a "new order" as a result of new combinations (Lumpkins & Dess, 2001). While acting differently, innovative organizations observe the world through the eyes of others. Innovativeness is the capacity to transform original concept into tangible objects. Innovation is focused on creating new product, service or process. The capacity to use mental reasoning to make something out of nothing is known as innovativeness. Human capital services are needed to oversee and manage the process of creating a new good or service. Hence, job opportunities will be created.

The relationship between innovativeness and job creation can best be described thus; that innovativeness stimulates entrepreneurship which leads to new business development and job creation; grows and expand businesses, and creating new job opportunities; and attracts investment, talent development, customers creation, and further driving job creation. Innovative companies are believed to play significant roles in helping the economies to accelerate job creation at the exit of economic crises and ensure more stable levels of employment in the long-run (Cray et al, 2011). Innovation is perceived as one of the most important drivers of firm growth, productivity and survival. There is a positive relationship between innovation and job creation. Greenan and Guellec (2000) however found that the positive employment impact of product and process of innovation at the firm level disappears at industry level (where only new products lead to new jobs).

Risk-taking and Job Creation

In order to pursue possible profits, risk-takers make choices and take activities that put the company at serious risk of expensive repercussions (Lumpkin & Des, 1996). Risk-taking in entrepreneurial enterprises typically manifests as entering uncharted markets or investing large sums of money in endeavors in erratic conditions. Research indicates that firms' performance can be significantly influenced by its propensity for taking risks. Risk-taking is the willingness and readiness to commit resources (owned or borrowed) to pursue identified market opportunities that have a reasonable possibility of losses. It remained an important feature of entrepreneurship which is not just about taking uncontrollable risks, but taking moderate and calculated risk. It means the tendency to engage in bold rather than cautious actions. Risk-taking means the tendency to take bold actions such as venturing into unknown new markets, committing a large portion of resources to ventures with uncertain outcomes and/or borrowing heavily (Lumpkin and Dess, 2001). Risk-taking is the willingness to commit resources to a relatively unknown venture in the hopes of a desired outcome. Risk-taking and job creation are closely related concept in the context of entrepreneurship and economic growth through;

Entrepreneurial Risk-taking: This could lead starting new businesses or ventures, investing time and resources, and facing uncertainty.

Financial Risk-taking: Investing in new ventures, projects or assets, and facing potential losses.

Innovation risk-taking: Developing new products, services or processes, and facing potential failure.

Entrepreneurship is considered to have become of immense value to developing nations like Nigeria as a source of unemployment curtailment, as entrepreneur itself is renowned as ventures creation by taking certain risk, but calculated, in committing his resources (owned or borrowed) into an investment either through new start-ups or the expansion of the existing ones, thereby providing numerous opportunities for the citizens. Entrepreneurs are known as chronic risk takers that do not perceive their action as risk really, but taking such actions only by using planning and forecasting to significantly reduce uncertainty. The risk-taking role of the entrepreneur by providing the required support base in terms of available resources (men, materials and capital), enhances organizational performance thereby creating entrepreneurship capacities towards economic manumission.

Entrepreneurship and Job Creation in Edo State

By virtue of creating new jobs, Entrepreneurship plays significant role in unemployment reduction. Chekezie et al 2016 asserted that in a capitalist economy, entrepreneurs have continued to play significant roles in production and service output which have contributed to the Gross Domestic Product (GDP), and employment creation, as well as overall economic development of Benin City, Edo State. The government of Edo State in 2024 said that despite government's effort in creating employment, the

only possible measure capable of reducing unemployment is to develop entrepreneurship, who in turn, is expected to provide employment opportunities, and creating initiatives to meet with the digital age. This follows several government failed efforts in creating jobs through the initiation of several programmes like EDO YES, EDO BEST among others. In the realization of the inability of the government to create sustainable employment for the constant population growth and increase in graduate population, the government has therefore shifted attention to entrepreneurship development as a measure to resolving the unending unemployment challenges plunging of Edo State.

Report on Thisdaylive (July, 2020) has it that there has been a massive job deficit in Edo State with a cascading effect on the economy. This, it says counted for the irregular migration of the youths, thuggery and several other social vices, as well as staggering unemployment rate. For a few decades, successive governments in Edo State made frantic efforts in providing employment for the citizens by creating several programmes for youth/graduate employment, but there was no much success achieved as government programmes are characterized with enormous propaganda without honest commitment in creating business policies. Over the years, government promises to create jobs during electioneering campaigns have always turned out to be a political gimmick, lacking substance and follow-through. Some of the basic functions of SMEs in an economy includes job creation, development of rural areas, empowerment of the youths, contribution to national income and growth, even spread of development of adjustable technology, as well as balance in the regional balance growth passage (Oisamwonyi, and Tafamel, 2010).

Chikezie et al 2016 also stated that when there is entrepreneurship development, jobs will be created, and there will be a massive increase in the supply of goods and services, reduction in inflation rate, increase in employment and wealth creation of Edo State. According to Victor and John (2022), in Ilavbare 2022, the high rate of youth unemployment in Nigeria is attributed to the poor readiness of the youth to engage in entrepreneurship activities which is clearly prominent in creating employment opportunities. Small and Medium Enterprise firms, play significant role in job creation as a result of people creating new start-ups, or recruit employees to support the already existing ventures (Udo, and Udom, 2023). Every individual is a potential entrepreneur with possible natural endowment of human sense of reasoning, entrepreneurial talents and creativity required in creating and maintaining new ventures, which suggests the possibilities of preventing unemployment from emerging as a result of such increasing entrepreneurship talents and skills. This can be sufficiently realized if the government meets its obligation of providing the basic support needs of the entrepreneurs through infrastructural development, skills development, mentorship, basic entrepreneurship education/training, favourable business policies, financial support and creating an enabling business environment. The quality of

entrepreneurs is not completely innate but it also can be acquired and enhanced through training and experience.

The role of entrepreneurship in developed countries, created some level of consciousness on the developing nations, the significance of development (Sunday et al, 2016). We would hold on to the claim that entrepreneur can be born with a conviction that an individual is a potential entrepreneur as a result of certain natural endowment of entrepreneurial talents and creativity. A form of entrepreneurship has existed in the pre-colonial era when people produces more than they need and seek for some others in need of their product for possible exchange of their surpluses in order to satisfy their needs and wants. This system was referred to as “trade by barter”. At this point, the problem of unemployment was neither considered to have existed nor envisaged would ever surface in future. The system would be termed crude, yet the people were much more comfortable as that was the level of civilization. Modern entrepreneurship came into existence in Nigeria with the arrival of the colonial masters who came with a more different social style of life, knowledge, advanced skills and technology. The level of the expected growth or development of the existed entrepreneurship talents significantly dropped as the push for government white-collar job became an “achievement” to families/communities, who could go any length to secure a job for their children, even if it is just a domestic servant to a colonial official.

Entrepreneurship can be seen as a means of reducing unemployment through a process that includes steps such as innovation, identification of a societal problem or opportunity, establishing an idea, and using creativity to add value to the people’s demand. This process involves the entrepreneur investing in bringing other factors of production together (men and materials) to create a venture in an effort to building a productive capacity and the creation of new jobs for the available job seekers. Now that education no longer provides the assurances of securing a job, there is need for all stakeholders to energize the informal sector to provide the needed venom to destroy the unemployment scourge in the society.

Empirical Review

Aruriowo and Enolunose (2023) examined entrepreneurial knowledge and job creation in selected small and medium enterprise in Edo State. The focus of the study was to find out how factors related to entrepreneurial knowledge relate with job creation in Edo State. The study adopted a cross sectional survey research design for investigation. The study also used inference statistics to investigate the link between the variables under review. The result shows that entrepreneurial knowledge has a significance impact on job creation in Edo State. It however recommended that owner-managers of selected SMEs in Edo State should pay proper attention and resources to ensure the upgrade of their entrepreneurial knowledge to ensure the enhancement of its capacity to create jobs.

Chikezie et al (2023) in a study to investigate the influence of the acquisition of entrepreneurship skills on job creation in Benin City, Edo State with an objective to define the extent of the relationship between entrepreneurship skills acquisition and creation of job, the study adopted the McClelland's theory of need for achievement and goal setting which forms the basis of activity for most entrepreneurs. The study used both the primary and secondary sources of data, and Pearson product moment correlation to test formulated hypothesis, and statistical package for social sciences (SPSS) version 21 for data analysis. The findings of the study includes that the acquisition of entrepreneurial skills remained an indispensable means of creating jobs in Edo State. They said that entrepreneurship skills acquisition should be encouraged to enhance the development of initiatives by the youth, and put into productive use, the resources in our local environment. The study therefore recommends that both public and private sectors should establish skills acquisition centers which would be adequately equipped and funded to achieve the desired goal, and also create improved practical programmes in our educational curriculum, create awareness through entrepreneurial skill training, seminars and workshops.

Udo and Udom (2023) studied entrepreneurship and job creation, opportunities for youth in Nigeria: Assessing the key aspects and effects. The study was to analyze and evaluate the main features and consequences of entrepreneurship and employment in Nigeria. He said the rise of cashless transactions has caused profound changes in a number of indices including education. Given the large number of young people in Nigeria and the urgent need for employment, roughly 70% of the country's population is under 30- Youth Entrepreneurship opportunities has become important subject. The importance of entrepreneurship on the country's economy cannot be over stated. The authors further stated that due to the death of the formal sector job chances, the youth population in Nigeria faces numerous stable unemployment challenges. Reviewing the concept of entrepreneurship and the concept of job creation, and the effect of entrepreneurship and job creation, and its role in the generation of jobs, the survey found that there were subjects with society in the previous year. It is said to have influenced the youth of the nation, including the potentials of numerous others, little with a variety of educational programmes, that by using lized and actively involved in the goal of eradicating poverty and ensuring sustainable employment creation.

Theoretical Framework

Schumpeter Innovation Theory (1949)

Schumpeter innovation theory of entrepreneurship (1949) held that an entrepreneur is one having three major characteristics; innovation, foresight, and creativity. The theory holds that innovation is the primary driver to economic growth. He argued further that entrepreneurial orientation leads to: creating a new product, introduce a new way to make a product, discovers a new market for product, finds new

source of raw materials, and finds new way of making things or organization. While in the context of unemployment reduction, Schumpeter highlights the importance of investing in innovation and entrepreneurship. He said by supporting start-ups and small businesses, governments can create an environment that fosters innovation and job creation. This theory is found to have a significant influence on job creation through several mechanisms. For the new industries and firms, it holds that innovation leads to the job creation of new industries and firms which in turn create new jobs. It also said that entrepreneurs who drive innovation often create new businesses, resulting in job opportunities. He further stated that in creative destruction, the process by which innovation leads to replacement of old industries, products or services with new ones, resulting in economic growth and development. In innovation cycle, Schumpeter stated that innovation occurs in cycles, with periods of intense innovation followed by periods of consolidation and refinement.

The Schumpeter innovation theory applies to a large- scale businesses, but small business owners are forced to initiate rather than innovate due to economic conditions, even though this theory places an excessive amount of emphasis on innovation and pays little attention to the risk-taking ability and organizational skills of entrepreneurs. A new dimension has however been introduced to copying and adjusting to innovation by other economists. This involves successfully copying a product by adapting it to a market niche in a more advantageous manner than the original product developer did. Schumpeter stated further, that innovation is the backbone of entrepreneurship. By combining human and non-human resources, the entrepreneur was able to produce new ideas, businesses, jobs and services. In Schumpeter's perspective, an entrepreneur is the one who initiates radical acts or behavior that lead to innovation. Introduction of new ventures, creativity, finding new markets and innovation may never come to fruition without taking business risks. Risk-taking should be seen as the key to unlocking potentials of economic development through job creation for the people. Nonetheless, the foundation of this study is the Schumpeter Innovation Theory of Entrepreneurship.

Methodology

This study made use of survey research design. To effectively achieve this, the survey method was used to elicit response from the various respondents. The population of this study comprises of 400 entrepreneurs that cut-across the 3 senatorial districts in Edo State, Nigeria. The sample size was 174 entrepreneurs that cut-across 3 senatorial districts in Edo State, Nigeria using Krejcie and Morgan table for sample size determination. The simple random sampling technique was used. The study used structured questionnaire. Respondents were asked to indicate the extent to which they agree/disagree with each statement regarding delegations of authority and organizational performance. All items were measured on a five-point scale (SA = strongly agree, A = agree, UD = undecided/indifferent, D =

disagree, SD = strongly disagree). Multiple regression analysis was applied to test hypothesized relationships and effect with the aid of SPSS 23.

Data Analysis and Discussion

A total of One Hundred and Ninety-Six (196) copies of questionnaire were administered to entrepreneurs that cut-across the senatorial districts in Edo State, Nigeria. But only one hundred and seventy-four (174) copies of the questionnaire were correctly filled and returned back. Hence, the study analysis was based on the one hundred and seventy-four (174) copies of the questionnaire that were properly completed and returned back.

Population Schedule

Senatorial Districts Percentage	Population	Sample Size
Edo Central 17	80	30
Edo North 28	120	48
Edo South 55	200	96
Total 100	400	174

Source: Researchers' survey 2025

Reliability Test

The Cronbach's Alpha test showed a satisfactory result on each of the study variables as presented below.

Entrepreneurial Orientation	Cronbach's Alpha value
Innovativeness (INVT)	.706
Risk-Taking (RSKT)	.953
Job Creation (JBCT)	.923

Source: Researcher Computation, (2025).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.838	.837	.39324

a. Predictors: (Constant), INVT, RSKT

The R-square value of .838 in the table above showed that the components of independent variable (Innovativeness and Risk-Taking) have a combined effect of 83.8% on the dependent variable (Job Creation in Edo State) while the adjusted R-square value of .837 indicates the accurate influence of the combined effect of Innovativeness and Risk-Taking of 83.7% on Job Creation in Edo State. The remaining 16.3% was not captured by variables in this present model.

ANOVA Output

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	251.902	3	83.967	542.996	.000 ^b
1 Residual	48.556	314	.155		
Total	300.458	317			

a. Dependent Variable: JBCT

b. Predictors: (Constant), INVT, RSKT

The F-Statistics value of 542.996 and the sig. level of .000 in the table above, implies that the model is good, fit and significant at 5% level. This shows that the result is good and admissible for decision making purpose.

Test of Hypotheses

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	0.866	.017		15.506	.000
	INVT	.773	.023	.882	33.233	.000
	RSKT	.944	.024	.913	39.856	.000

a. Dependent Variable: JBCT

The coefficients table above is used to explain the hypotheses.

Discussion of Findings

The study found that innovativeness has positive (33.233) and significant (.000) effect on job creation in Edo State. This implies that a unit increase in innovativeness would lead to increase in job creation in Edo State. Innovation plays a crucial role in driving job creation and fostering economic development. By introducing novel methods, processes, and technologies, innovation transforms traditional ways of doing business, leading to the emergence of new industries and markets. This transformation generates demand for specialized skills and labor, thereby creating employment opportunities. Furthermore, innovation enhances productivity and competitiveness, enabling businesses to expand and contribute to broader economic growth.

Lastly, the study found that risk-taking has positive (.39.856) and significant (.000) effect on job creation in Edo State. This also implies that a unit increase in risk-taking would lead to increase in job creation in Edo State. Risk-taking is an essential component of any successful business venture. It fosters a culture of adaptability and resilience, encouraging investors to develop a risk appetite necessary for exploring new opportunities. When risks are calculated and managed effectively, they pave the way for innovation, driving the creation of new products, services, and markets. This dynamic process not only opens avenues for business growth but also generates employment, contributing to broader economic development.

Conclusion

Risk-taking is indispensable in fostering entrepreneurial growth and economic advancement. By enabling investors to develop a calculated appetite for risk, businesses are empowered to innovate, explore untapped markets, and create new opportunities. This not only drives employment generation but also strengthens organizational resilience in the face of uncertainties. Effective risk management ensures that the potential for rewards outweighs the dangers, paving the way for sustainable economic progress.

Recommendations

In line with our conclusion above, the following recommendations are hereby made;

1. The government should revamp and adequately fund entrepreneurship education to ensure graduates acquire top-notch knowledge and skills, emphasizing the benefits and potential self-employment through innovative entrepreneurship.
2. Enhance risk management awareness among Nigerian graduate, equipping them with the confidence to take calculated risk in launching new ventures and scaling existing business.

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