

Entrepreneurial Leadership Capacities and Performance of Small Scale Enterprises in Abuja Municipal Area Council (AMAC), Nigeria

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Abstract

This study critically investigates the effect of the relationship between Entrepreneurial Leadership Capacities (ELC) and Small Scale Enterprises (SSEs) performance in the business districts of Wuse and Utako in Abuja Municipal Area Council, (AMAC), Nigeria. The study is hosted on the specific objectives that will determine the effect of environmental dynamism, market competitive strategies and entrepreneurial innovativeness on the performance of SSEs in Wuse and Utako Districts, (AMAC) Abuja, Nigeria. This study adopts a survey design of quantitative approach administered on enumerated numbers of (SSEs) strata in Wuse and Utako Districts (AMAC), Abuja, of 624 for the study population from which a sample of 244 was drawn and analyzed, for the reason of unknown number of (SSEs) in these districts combined. The research instrument went through pilot testing and validation for reliability. Data collected was analyzed with descriptive and inferential statistical methods using SPSS version 23.0. The study utilized regression analysis and t-tests which revealed that environmental dynamism, market competition strategies and entrepreneurial innovativeness has a positive statistically significant effect on SSEs performance in Abuja Municipal Area Council, Nigeria. The study concludes that the implication of entrepreneurial leadership capacities on the performance of small scale enterprises' is very significant. Therefore the study recommends that every small scale entrepreneur must believe that they can through their enterprise offering remain at their enterprises' maximum peak in all business season when they provide relevant services and or products with the application of some levels of entrepreneurial leadership capacities. Entrepreneurs are enjoined among others to strategically ensure that they chose the most appropriate combination of capacities that will entrench their SSEs for exceptional performance in all season within their area of operations and beyond.

Keywords

AMAC, Capacity, Entrepreneurial, Leadership, SMEs.

INTRODUCTION

Performance of Small Scale Enterprises' can be foreseen to be all encompassing and multifaceted, embracing the ability to generate enterprises' benefits through the harnessing of innate resources and capacities thereby creating values for the entrepreneur [1] [2]. In other to determine possible growth range, the seemingly performance of small scale enterprises provides an essential and a healthy check for the entrepreneur to weigh their actual output against industry marked performance on bases of the scale of its business activities [3] [4]. The evidence of a strong and performing small scale enterprise indicates the ability of the enterprise to use its resources efficiently, and generate returns for the entrepreneur [5]. This complexity necessitates a more comprehensive approach in the application of entrepreneurial leadership capacities so as to heighten healthy and regular enterprises' performance as well as long-term viability of the small scale enterprises [2].

Entrepreneurship is an activities of an entrepreneur that shows responsiveness by demonstrating some entrepreneurial leadership capacities (ELC) for example, the entrepreneurial ability of managing the dynamism of

enterprises' environment, being able to coordinate market competition in a strategic manner or the confidence of deploying entrepreneurial innovativeness [4] [6] and so on for better performance of their small scale enterprises' [7]. The practical implications of having these capacities and applying them confidently have been remarked widely by several studies for example, the studies of [2] [1] [7] [8]. The ability of an entrepreneur in exhibiting entrepreneurial leadership capacities as concept explains levels of performance in their small scale enterprises line of trade [1] [9]. Small scale enterprises performance also creates the opportunity of a viable option of satisfaction for both the entrepreneur and customer broad need for goods and services [10] [11].

It is pointed by [10] that capacities explain' the exhaling entrepreneur's ability to manage enterprises' for performance growth. The study of [12] also analyzed the importance of performance and the achievement of enterprise objectives through skills. Environmental dynamism explains the rate of change or level of business contentions within its environment. The Spartans of market competitive strategy and manipulations is anchored by every entrepreneur to enable their product or services remain relevant with the

advantage of generating increase in performance for every form of scaled enterprises. Entrepreneurial innovativeness displays the strength of an entrepreneur on the catalysts of swift adaption or adoption to enterprises' contemporary market demand [1] [13].

This study investigates the relationship between entrepreneurial leadership capacities and the performance of small scale enterprise in Wuse and Utako Districts of Abuja Municipal Area Council (AMAC), Nigeria. However, the specific objectives of the study are to investigate the effect of environmental dynamism on the performance of small scale enterprise in these Abuja Districts under study in North Central Nigeria. Secondly, to evaluate the effect of the relationship between market competition strategies and performance of small scale enterprises in Wuse and Utako Districts of Abuja Municipal Area Council (AMAC), Nigeria. And lastly, the study also evaluates the effect of entrepreneurial innovativeness on small scale enterprise performance in Wuse and Utako Districts (AMAC), Nigeria.

This study is expected to provide an insight that will add significantly to the body of knowledge. It is also expected that concerned Investors and Economic Institutions will meaningfully be able to harness from the richness of the research for effective decision making, just as also the Research Community, Academicians, Non-governmental Organizations (NGOs) and Local Communities to mention but few. The study would serve as a guide for improving performance and directions for a well-informed good Policymaking and Governance decision-making processes for small scale enterprises and the likes in the study area and its environs. It will intentionally investigate entrepreneurial leadership capacities as independent construct (measured through the proxies of environmental dynamism, market competition strategy and entrepreneurial innovativeness), and small scale enterprises performance as dependent construct.

Earlier empirical evidences on the benefits of entrepreneurial leadership capacities especially those that can be related to environmental dynamism, market competitive strategies and entrepreneurial innovativeness has reported a mixed findings on the performance of small scale enterprises [7] [6] [3] [14]. This has not allowed the convenience of predicting the ever growing Wuse and Utako Districts of Abuja small scale enterprises' performance in recent time which in itself presents a study gap.

Therefore absence of research that investigates the relationship between performances of small scale enterprises by implication of the contributions of a particular or combination of entrepreneurial leadership capacities in Wuse, and Utako Districts of Abuja Municipal Area Council (AMAC) informs the need for this study. In their various studies [7] [15] [14] have argued that entrepreneurial leadership capacities significantly affects the performance of small scale enterprises but in different locations which also necessitate this study gap for Wuse, and Utako districts, (AMAC), Nigeria. This study, therefore added to the body of

knowledge by examining literatures and investigating analytical facts focusing on what it takes and also expectations for the applications of entrepreneurial leadership capacities for the successful performance of small scale enterprises in reasonable time within these districts of AMAC, Abuja, Nigeria.

To guide this study, three (3) research questions is being raised:

- i. To what extent does environmental dynamism affects the performance of small scale enterprise in Wuse and Utako Districts, (AMAC), of North Central Nigeria?
- ii. To what extent does market competition strategies determine the performance of small scale enterprises in Wuse and Utako Districts, (AMAC), Nigeria?
- iii. To what extent does entrepreneurial innovativeness affect the performance small scale enterprise in Wuse and Utako Districts of Abuja enterprises' environment?

And the hypotheses to test the above research objectives are stated in the following null hypotheses below.

H₀₁: Environmental dynamism has no significant effect on the performance of small scale enterprise in Wuse and Utako Districts, (AMAC), of North Central Nigeria

H₀₂: Market competition strategies have no significant effect on the performance of small scale enterprises in Wuse and Utako Districts, (AMAC), Nigeria.

H₀₃: Entrepreneurial innovativeness has no significant effect on the performance of small scale enterprises in Wuse and Utako District of Abuja enterprises' environment.

LITERATURE REVIEW AND THEORY

Concept of Performance of Small Scale Enterprises'

Furthermore the studies of [6] [16] [17] identified performances of small and medium scale enterprises to be as a result of practical implications of entrepreneurial leadership capacities of some sort exhibited by the entrepreneur. By means of harnessing these competencies an entrepreneur is able to navigate the complexities of their enterprises' environment and drive innovation and growth [18]. [19] also hinted in their study that the stake in small and medium scale enterprises performance lies on the capacities of the entrepreneurial leadership. Embracing the appropriate entrepreneurial capacities can enhance the performance of Small Scale Enterprises [20] [9]. It is however, unfortunate that SSEs performance have fallen short of expectations in Nigeria general enterprises environment and therefore not yielding as expected [8]. Wuse and Utako Districts of Abuja Municipal Area Council small scale enterprises (SSEs) environment is particular on a growing trend due to the insecurity ravaging the North in addition to the current economic hardship. This has created an intense competitive pressure in growing market demand of goods and services which often means seizing diverse opportunities or even creating new ones as market and technological opportunities emerge to introduce innovative new products and services to business environment [21].

Concept of Entrepreneurial Leadership Capacities

Entrepreneurial leadership capacities (ELC) refer to the specific set of skills, knowledge, and attribute that enable entrepreneurs' to effectively drive innovations, and growth strategies within their enterprise. Small scale enterprises' are businesses that provide strategic leadership style of being unique with your offerings in competitive market [22] [23]. The concept of entrepreneurial leadership capacities is most responsible for an enterprises' ability to use its resources in efficient and effective manner in other to generate value by seizing available opportunities and deploying of entrepreneurial capacities for scaled performance of the enterprise [7] [12].

Figure 1 below is the framework of the relationship between the independent variables comprising of environmental dynamism management capacity, market competition strategy capacity and capacity of entrepreneurial innovativeness and small scale enterprises' performance which is the dependent variable.

Figure 1: Framework of Relationship between (ELC) and (SSEs)

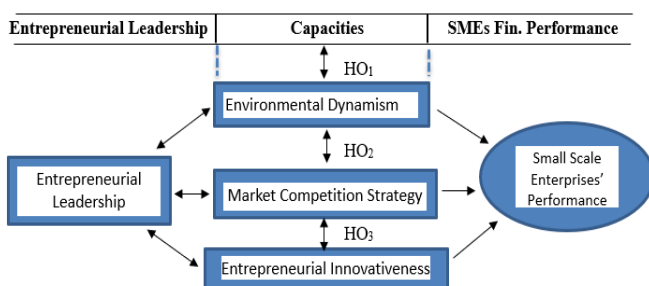


Figure 1. Illustrating the relationship between ELC and SSEs

Empirical Review

So many empirical studies have examined the relationship between entrepreneurship leadership capacities and small scale performance with varied degree of insight on variables and from different thematic locations around the world including Nigeria but not particular Wuse and Utako Districts of Abuja, Nigeria which presents a gap [11] [24] [2].

The study of [25] conducted using a grounded theory approach with meta-analysis, systematically examining past research on the impact of entrepreneurial leadership on SME performance revealed that the success of SMEs is closely linked to the role of entrepreneurial leadership abilities. This is in line with the characteristics and skills essential for enterprise performance [12].

A different study from [16] investigated the effect of innovation management on the relationship between entrepreneurial leadership and organizational performance. Data were gathered from 551 respondents using a survey questionnaire. The study utilized the SEM technique, along with CFA and path analysis, to test the hypotheses, employing AMOS to achieve the main research objectives. The findings revealed a significant impact of innovativeness

and risk-taking on operational performance, while the risk-taking and creativity dimensions of entrepreneurial leadership significantly influenced the financial performance of manufacturing firms in Jordan. Additionally, the study determined that technical performance significantly moderates the relationship between entrepreneurial leadership and operational performance.

Also [22] study in Makurdi, Benue State, Nigeria, on the objectives of innovativeness, risk taking, proactiveness and competitive aggressiveness and the performance of SMEs, adopted survey method with Taro Yamane (1969) formula and analyzed 208 sample size from a population of 502. the analysis was done with descriptive statistics of frequency, simple percentage, this gave a relationship that tested positive with innovativeness on performance of SMEs with statistically significant value from using multiple linear regression analysis. It also shows that a positive relationship exists between risk taking and performance of SMEs and the relationship is statistically significant also. The study also revealed that proactiveness is positively related to performance of SMEs, but not statistically significant and follows an expected pattern. However, competitive Aggressiveness was negatively related and not statistically significant. The study concluded that, entrepreneurs can offer great services and products by being innovative and creative as an implication of utilizing entrepreneurial practices. It therefore recommended that competitive aggressiveness will have a negative effect on performance.

And also the study of [15] examined the effect of entrepreneurial leadership, training, absorptive capacity, and also mediating influence on innovation capability on business performance in Banyumas, Purbalingga, Banjarnegara, Cilacap, and Kebume districts, using questionnaire as data collection technique. The Partial Least Square Structural Equation Modeling (PLS-SEM) inner model and hypothesis testing was used. The study result evidenced that entrepreneurial leadership, training, absorptive capacity, and innovation capability is significant and impacts business performance. It is also revealed that innovation capability as mediation of entrepreneurial leadership, training, and absorptive capacity is significant and impacts business performance. The study concludes that an organization or small scale enterprises' must critically optimize business potential by having entrepreneurial leadership, training, absorptive capacity, and innovation capacity to influence business performance, create a vision to identify and take advantage of new business opportunities through innovation and workforce idealized practical technology.

The findings from the reviews above indicate that the components under study in Wuse and Utako Districts (AMAC), Nigeria which are environmental dynamism, market competition strategy and entrepreneurial innovativeness have substantial impact on the performance of small scale enterprises'. In Nigeria not much research [7] [26] [23] [16] has examined the effect of entrepreneurship abilities on the performance of small and medium scale

enterprises and thereby creating a literature gap in the area of entrepreneurship leadership capacities research in North Central Nigeria of which this study fulfills as a gap.

THEORETICAL REVIEW

Resource-Based View (RBV) Theory

Resource-Based View (RBV) theory with the work of Edith Penrose (1995) and Jay Barney (1991) explained the need for resources' integration and management which forms the critical assumptions of the theory. Penrose's seminal work emphasized the critical role of internal resources within a firm as the primary drivers of its growth and competitive advantage. RBV theory can influence the dimensions of entrepreneurial leadership capacities based on the independent variables explored in this study entitled "Entrepreneurial Leadership Capacities and Small Scale Enterprises Performance in Abuja Nigeria" [10]. Therefore the Resources-Base View Theory (RBV) has been adopted to underpin the study.

Despite the criticism of resource base view theory for lack of clear managerial implications, difficulties in accurately assessing the value of resources, neglecting external market factors and being too focused on internal resources without considering how they are acquired or developed in a dynamic environment makes it difficult to apply the theory in practical terms. This vagueness in resource definition and VRIN limitations may be over bearing. Despite all these, the importance of resource base view is still very fundamental to the early survival of an enterprise [7]. The Resource Based view Theory is considered the most relevant theory for this study because every enterprise's that want to remain effective, grow and expand its performance will always tap from immediate available resources to sustained competitive advantage [14]. Therefore the effective use of resource is important in achieving set enterprises' objective of which its relevance cannot be overemphasized for improving enterprises' performance [19]. The independent proxies for this analysis includes the effect of environmental dynamism, market competition strategy and entrepreneurial innovativeness while the dependent variable is small scale enterprises' performance, hence, resource based view theory guides this work.

Survival-Based Theory (SBT)

Survival-Based Theory (SBT) was developed by Herbert Spencer to fit the culture of "survival of the fittest" by acknowledging that every organization must continuously be competitive its market environment and be able to tolerate, especially the common changes in order to survive. This theory strategy does not agree that an enterprise can survive on a single method of survival [26].

Accordingly, the performance of an enterprises' must continuously align with models that enable the manipulations of available scarce resources for profitable end-meet. In order to relate to the models of this study on "Entrepreneurial leadership Capacities and performance of small scale

enterprises in Abuja Municipal Area Council (AMAC), Nigeria" the dependent variable being "small scale enterprises' performance" and the independent variables, which are "management of environmental dynamism, market competition strategy and entrepreneurial innovativeness, the resources-base theory is more grounded for capturing the essence of the study benefits than with the survival base theory. Therefore the resource base theory was used to for underpin this study.

RESEARCH METHODOLOGY

This study utilized quantitative and survey research designs to gather and analyze data. The quantitative research design will allow for the systematic collection and analysis of numerical data to identify patterns, relationships, and trends related to entrepreneurial leadership capacities and its effects on small scale enterprises performance in the context of the study area. The survey research design will involve administering structured questionnaires to a stratified sample of small scale enterprises' respondents which will be analyzed using SPSS 23.0 version for a statistical robust framework and examination of the impact of the correlation between entrepreneurial leadership capacities on the performance of small scale enterprises in Wuse and Utako Districts, (AMAC), Nigeria. The population of this study in Wuse and Utako Districts (AMAC), Nigeria consists of counted six hundred and twenty four (624) (Researcher's field survey 2025) of small scale enterprises' owner and managers identified on the spot within the districts business area at the time of the study. Taro Yamane formula (1973) was used to draw the sample size for the study, which gave 244. Descriptive and inferential statistical methods was used to explore the data demographic frequencies while regression analysis and t-tests where used to examine the relationship between the variables of the independent construct and dependent construct of small scale enterprises' performance.

Research Design

The adopted research designs is appropriate as they make it possible for the information to be gathered from respondents' patterning their traits, opinions, and current circumstances about the quantitative data required for statistical analysis on the performance of small scale enterprises' in Wuse and Utako Districts of AMAC, Abuja.

Research Population Framework

Table 1, below offers a comprehensive overview of the stratas of Small Scale Enterprises' (SSEs) landscape counted from Wuse and Utako Districts, (AMAC), Nigeria whose detailed categorization lays the foundation for targeted data collection and analysis for this study, ensuring that the research accurately reflects the diverse and dynamic nature of SSEs in Wuse and Utako Districts of Abuja Municipal Area Council (AMAC), Nigeria.

Table 1: Small Scale Enterprises Distribution in Wuse and Utako Districts, (AMAC), Nigeria

SMEs Sectors	Population	
	Nassarawa	%
Agric and Agro-allied	121	19.4
Construction and Estate Mangt.	45	7.2
Hospitality	61	9.8
Production/Manufacturing	106	17
Trading (SSEs)	291	46.6
Total	624	100

Source: Field Survey Data, 2025.

Table 1 gives the Data representing the scope of the study population of six hundred and twenty four (624). The table also reveals the evident that the Trading sub-sector constitutes the largest segment with a total of 291 (46.6%) enterprises across the districts under study. The Agriculture and Agro-Allied sub-sector represents another significant component of the small scale enterprises performance landscape with 121 (19.4%) enterprises this is closely followed by Production/Manufacturing sub-sector, which comprises of 106 (17%) enterprises which also highlights that Abuja small scale enterprising districts has good stake on agricultural activities. Additionally, the Hospitality sub-sector encompasses 61 (9.8%) enterprises, while the Construction and Estate management sector contributes 45 (7.2%) enterprises among the data.

Sample Size

Taro Yamani's (1973) formula was used to derive the sample size for this study. This provides a method for calculating sample sizes based on desired precision and population. Taro Yamane (1973) sample determination formulae for sample size:

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

Therefore applying the formula on Population of 624 gave a sample size of 243.75 = n

This is approximately = n = 244 which is 39 percent of total research population, and very remarkable for the study.

This will form the sample size for the potential participants as all will have an equal chance of participation as sample of the study. This approach rules out selection bias, where certain members of the population might be more likely to be chosen than others, thereby enhancing the validity and reliability of the study's findings [7].

Instrument Validation

Reliability of the Instrument and establishment of Pilot Study was carried out with Cronbach's Alpha Test for the below results.

Table 2 below shows the result of the Cronbach's alpha for the pilot study:

Table 2: Cronbach's Alpha Test

Construct	Cronbach's alpha
Environmental Dynamism	0.781
Market Competition Strategy	0.796
Entrepreneurial Innovativeness	0.789

Source: Researcher's tabulated Cronbach's Alpha values, 2025.

The Cronbach's Alpha results for the pilot study for test of validity is presented in Table 2 which demonstrate that the scales used for the various constructs exhibit solid reliability. Specifically, Environmental Dynamism scale shows a reliability of 78.1%, indicating acceptable internal consistency. The Market Competition strategy scale is also reliable at 79.6%, reflecting good consistency as a construct for the scaled items. Also Entrepreneurial Innovativeness capacity is reliable at 78.9%, as it highlight's connections for enterprises' performance cohesion. In all, it will be agreed that the items cohesively measure the intended position. This indicates that the scale is reliable and that the items effectively capture the various aspects of entrepreneurial leadership capacities constructs.

RESULTS AND DISCUSSIONS

The distributed questionnaires were (244) to the participating small scale enterprises which were returned completed and used for study analysis.

Table 3: Respondents' Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	171	70.08	70.08	70.08
Valid Female	73	29.92	29.92	100.0
Total	244	100.0	100.0	

Source: Field Survey Data, 2025.

The gender composition distribution table 3 above presents more male respondents than female as revealed from the table, meaning that the study area has more male participating in small scale enterprises' than female counterpart as there are 171 male respondents representing 70.08% while the female respondents are 73 which represents 29.92%.

Table 4: Respondents' Age Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
25-35	95	38.9	38.9	38.9
Valid 36-45	74	30.3	30.3	69.2
46-55	51	20.9	20.9	90.1
56 and Above	24	9.9	9.9	100
Total	244	100	100	

Source: Field Survey Data, 2025.

The age distribution of small scale enterprises' respondents from table 4 above analyzed that 95 respondents representing 38.9% are between the age bracket of 25 to 35 years, 74 respondents representing 30.3% are of age bracket of 36 to 45 years, 51 respondents representing 20.9% are between the age of 46 to 55, while 24 respondents representing 9.9% are in the bracket of 56 and above. This shows more youthful and vibrant participants than not too young participants.

Table 5: Respondents' Educational Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Others	95	38.9	38.9	38.9
	Pri/Secondary	74	30.3	30.3	69.2
	ND/HND	51	20.9	20.9	90.1
	BSc	24	9.9	9.9	100
	MSc/MBA				
	Ph.D				
	Total	244	100	100	

Source: Field Survey Data, 2025.

Table 5 reveals the academic prowess of respondents. From the analysis 22 respondents representing 9.0% are under the

category that has alternative form of education other than formal, 74 respondents representing 30.3% are holders of primary/secondary certification, while 65 respondents representing 26.6% are holders of National Diploma or Higher National Diploma (ND/HND), 53 respondents representing 21.7% also indicated that they had Bachelor of Science, while 26 respondents representing 10.7% are holders of Masters of Science/Masters of Bachelor of Art, with 4 respondents representing 1.7% are holders of Doctorate Degree.

Methods of Data Analysis

Descriptive and inferential statistical methods was used with SPSS version 23.0, to explore respondents' demographics, while regression analysis and t-tests examined the relationship between entrepreneurial leadership capacities (ELC) and small scale enterprises' (SSEs) performance in Wuse and Utako District of AMAC, Abuja.

ELC = SSE

ELC = $\beta_0 + \beta_1ED + \beta_2MC + \beta_3EI + \epsilon$

β_0 = Constant Term, ED = Environmental Dynamism, MC = Market Competition,

EI = Entrepreneurial Innovativeness, ϵ = Constant error

SSE = Small Scale Enterprises' Performance

Table 6: Operational Definition of the Study Variables

S/N	Variable Name	Variable Type	Definitions	Source
1	Small Scale Enterprises Performance (SSEs)	DV	This expresses the ability of a business to generate expected or anticipated end product which provides a means of evaluating an enterprise to know if it is doing well or not.	Goja, et al., (2024)
2	Environmental Dynamism (ED)	IV	The anticipated and unanticipated happenings within an environment which can come from either internal or external factors.	Ogbumbada, & Onyemauche, (2023).
3	Market Competitive Strategy (MCS)	IV	Range of processes for outlining of procedures to be used to achieve the capturing and satisfying of specific market or niche	Ali, & Ogba, (2025); Hanano, (2023)
4	Entrepreneurial Innovativeness (EI)	IV	The manifestation of creativity/creative initiative into a useable product or service.	Cares, (2023)

Source: Researcher's construct (2025)

Descriptive Statistics

This section analyses mean and standard deviation of the study variables

Table 7: Descriptive Statistics

	N.	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Small Scale Enterprises' Performance	244.0	12.00	23.00	17.7850	2.43797
Environmental Dynamism	244.0	9.20	21.00	16.8075	2.82320
Market Competition Strategy	244.0	9.60	22.00	18.6950	2.63731
Entrepreneurial Innovativeness	244.0	10.40	19.80	16.3480	2.74188
Valid N.	244.0				

Source: Researchers field Survey (2025).

The table 7 above presents the descriptive statistics of the factors examined in the research based on a sample size of 244; this variables are Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness. The examined data of all variables shows a considerable variability in the table above as it is observed for range of performance values for Small Scale Enterprises' given from 12.00 to 23.00, with a mean of 17.7850 and a standard deviation of 2.13797. Environmental Dynamism contributes

the ranges of 9.20 to 21.00, and a mean of 16.8075, with standard deviation of 2.82320 to the performance of small scale enterprises'. Market Competition Strategy also has range values of 9.60 to 22.00, and a mean of 18.6950, with standard deviation of 2.63731 to the performance of small scale enterprises'. While Entrepreneurial Innovativeness contributes the highest ranges of 10.80 to 19.80, and a mean of 16.3480, with standard deviation of 2.74188 to the performance of small scale enterprises'.

Table 8: Test of Normality

	N	Skewness	Kurtosis
Small Scale Enterprises' Performance	244	.291	.826
Environmental Dynamism	244	.289	.764
Market Competition Strategy	244	.227	.647
Entrepreneurial Innovativeness	244	.266	.858

Source: Researchers field Survey (2025)

The above normality test of skewness and kurtosis presented in table 8 reveals a suitable normal distribution of data and in proximity with parametric statistical tests results for the three variables which are Environmental Dynamism, Market Competitive Strategy and Entrepreneurial Innovativeness based on sample size of 244 (N). The values

for skewness range from 0.227 to 0.291, which shows slight positive stance across the variables. The visible range values for Kurtosis also are from 0.647 to 0.858, these are all close to the normal distribution benchmark of 3 for kurtosis (excess kurtosis of 0) which suggest mild departures from normality.

Table 9: Correlation analysis between Independent Variables (Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness -IVs)

		Environmental Dynamism	Market Competitive Strategy	Entrepreneurial Innovativeness
Environmental Dynamism	Pearson's Correlation	1.0	0.682**	0.633**
	Sig. (2-tailed)		0.00	.0000
	N	244.0	244.0	244.0
Market Competitive Strategy	Pearson's Correlation	0.682**	1.0	0.668**
	Sig. (2-tailed)	0.000		0.000
	N	244.0	244.0	244.0
Entrepreneurial Innovativeness	Pearson's Correlation	0.633**	0.668**	1.0
	Sig. (2-tailed)	0.000	0.000	
	N.	244.0	244.0	244.0

Source: Researchers field Survey (2025)

The correlation analysis from above table 9 reveals a significant positive relationships between the three study independent variables, as strong positive correlation exist between the ability to understand Environmental Dynamism and Market Competitive Strategy ($r = 0.682$, $p < 0.001$), just as it also exist between Environmental Dynamism and Entrepreneurial Innovativeness ($r = 0.633$, $p < 0.001$).

Similarly, Market Competitive Strategy and Environmental Dynamism due also exhibit a strong positive relationship ($r = 0.668$, $p < 0.001$). The analysis agrees that an action on one variable will have a resultant corresponding effect on the others, and the statistically significant p-values can be constant for a long while.

Table 10: Model Summary for Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness (IVs)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764a	.586	.569	1.85240

a. Predictors: (Constant), Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness

Source: Researcher's Field Survey, 2025

The R value from the regression results reveal is 0.764, indicating a strong positive correlation between Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness, and performance of Small scale enterprises' in Wuse and Utako Business District of AMAC, Abuja. The R-squared value of 0.586 suggests that 58.6% of the variance in Performance of Small Scale

Enterprises' is as a result of the combined unique influence of Entrepreneurial leadership Capacities (ELC) which is Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness, even when other factors are held constant. The balance of the variation which is 41.4% is from factors not considered in this study.

Table 11: ANOVA for Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	296.827	3	98.828	30.428	.000b
	Residual	268.662	79	3.514		
	Total	571.442	244			

a. Dependent Variable: Small Scale Enterprises' Performance

b. Predictors: (Constant), Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness

Source: Researcher's Field Survey, 2025

ANOVA test was carried out evaluate the significance of the data by the researcher. This revealed a significance level of 0.000, and an F-ratio of 30.428. This indicates that the data is suitable for drawing conclusions about the population parameters, as the significance value is below the 5%

threshold. These findings demonstrate that Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness have significant impact on the Performance of Small Scale Enterprises' in Wuse and Utako Districts of AMAC, Abuja Nigeria.

Table 12: Regression Coefficients for Environmental Dynamism, Market Competitive Strategy, and Entrepreneurial Innovativeness

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.874	1.416		3.864	.000		
	Environmental Dynamism	.248	.094	.268	2.356	.029	.514	1.994
	Market Competitive	.236	.098	.257	2.183	.046	.482	2.425
	Entrepreneurial Innovativeness	.357	.100	.382	3.392	.001	.521	1.968

a. Dependent Variable: Small Business growth

Source: Researcher's Field Survey, 2025

The above table 12 result reveals variables with the occurrence of multicollinearity and tolerance level that is greater than (>0.1) and VIF (<0.10). The regression equation for Beta Coefficient of the study Variables, is given as $Y = 4.874 + 0.248ED + 0.236MC + 0.357EI$. Therefore, the following equation involving Environmental Dynamism, Market Competition Strategy, and Entrepreneurial Innovativeness when held constant against Small Scale Enterprises Performance in Wuse and Utako Districts of AMAC, Abuja reveals a positive influence of 4.874.

Test of Hypotheses

Decision: The study indicated coefficient of 'P' to be not more than 0.05, showing the importance of the model.

H₀₁: Environmental Dynamism has no impact on the performance of Small Scale Enterprises' in Wuse and Utako Districts of AMAC, Abuja Nigeria.

The study revealed in Table 12, $\beta = 0.248$, $P = 0.029$, Environmental Dynamism is statistically significant on the Performance of Small Scale Enterprises'. Therefore null

hypothesis is not accepted because Environmental Dynamism has significant impact on Small Scale Enterprises Performance in Wuse and Utako Districts of AMAC, Abuja Nigeria.

H₀₂: Market Competition Strategy has no impact on the performance of Small Scale Enterprises' in Wuse and Utako Districts of AMAC, Abuja Nigeria.

Table 12 revealed that $\beta = 0.236$, $P = 0.046$, Market Competitive Strategy and Performance of Small Scale Enterprises' are statistically significant. Therefore null hypothesis is not accepted because Market Competitive Strategy has significant impact on Small Scale Enterprises Performance in Wuse and Utako Districts of AMAC, Abuja Nigeria.

H₀₃: Entrepreneurial Innovativeness has no impact on the performance of Small Scale Enterprises' in Wuse and Utako Districts of AMAC, Abuja Nigeria.

Table 12 also revealed that $\beta = 0.357$, $P = 0.100$, Entrepreneurial Innovativeness and Performance of Small Scale Enterprises' are statistically significant. Therefore null

hypothesis will not be accepted because Entrepreneurial Innovativeness has significant impact on Small Scale Enterprises Performance in Wuse and Utako Districts of AMAC, Abuja Nigeria.

Discussion of Findings

The study findings revealed that Entrepreneurial Leadership Capacities' attributes of Environmental Dynamism, Market Competitive Strategy and Entrepreneurial Innovativeness significantly impact on performance of Small Scale Enterprises' in Wuse and Utako Districts of AMAC, Abuja Nigeria. Management of Environmental Dynamism ($\beta = 0.248$, $P = 0.029$) facilitates prudent use of enterprises' resources. [26] agreed to the achievement of enterprise objective from critical utilization of scarce resources. This study also found that Good use of Market Competitive Strategy ($\beta = 0.236$, $P = 0.046$) support growth by helping to build a resounding enterprises' niche which is consistent with the study of [16] Entrepreneurial Innovativeness ($\beta = 0.357$, $P = 0.001$) stood high as indicant with notable influence, therefore establishing its stance for a heightened maneuvering and excellent performance of Small Scale Enterprises', this finding is similar to [2] which identified innovation as an economic tool for resound enterprises' performance. The visible Performance of Small Scale Enterprises' generally will collectively explain the 58.6% of variations when ELC variables like that of this study are genuinely applied, reaffirming prior studies like [7] [25] [26].

The study contributes theoretically to the key elements of enterprises' performance achievement by implications of the studied variables which underscores the benefits of Entrepreneurial Leadership Capacities (ELC) understand ease of doing business particularly entrepreneurial innovativeness as critical determinants for achieving great performance at various levels of enterprise, especially that of Small Scale Enterprises' in competitive business environment like Wuse and Utako Districts of AMAC, Abuja Nigeria.

CONCLUSION AND RECOMMENDATIONS

By providing statistical significant evidences in regard to three different independent variables encompassing entrepreneurial dynamism, market competition strategy, and entrepreneurial innovativeness capacities' and its benefits on small scale enterprises' performance, this study in conclusion add to the body of knowledge especially for small scale enterprises, and its environment.

- i. This study conclude with a revelation that entrepreneurial leadership (ELC) capacities have significant effect on the performance of small scale enterprises' in Wuse and Utako Districts of Abuja Municipal Area Council (AMAC), Nigeria with an analysed scale of (ELC) involving the understanding of entrepreneurial dynamism for excellent performance of small scale enterprises', which indicated a positive

implication and improved performance of small scale enterprises'.

- ii. The study also discovered that paying close attention to market competition strategies have a positive bearing within Wuse and Utako Districts enterprises' environment with a positive significant effect on small scale enterprises' performance.
- iii. The third scale of this study, which is entrepreneurial innovativeness, was examined for its effect as entrepreneurial leadership capacities against the performance of small scale enterprises' in Wuse and Utako Districts, (AMAC), Nigeria. It was seen that there is a positive significant relationship for both dependent and independent variables, therefore the study contribute to the body of knowledge.

Therefore the following recommendations are presented by the research based on the objectives and findings relating to the study entitled "entrepreneurial leadership capacities and small scale enterprises' performance in Abuja metropolis, Nigeria".

- i. It is recommended that the performance of small scale enterprises' should be carefully tended in other to make progress as the application of entrepreneurial leadership capacities of entrepreneurial dynamism will keep the enterprises' energies focused on providing trendy products and services to the districts market by keeping to the dynamics of the enterprise environment.
- ii. Proper deploying of market competitive strategies is therefore needful for enterprises' to be focused and direct its effort in other to beat the reoccurring decimal of market competition. This is recommended for improving every small scale enterprises' performance in the study area and beyond. Also as a recommendation, entrepreneurs' is enjoined to strategically ensure that they chose the most appropriate competitive product or services that they can aggressively deliver to the market to encourage their growth and performance within the districts under study. This capacity may mean the employment of competitive advantage product or services by identifying your strengths; weaknesses; opportunities; and threats (SWOT) in relation to other competitors.
- iii. And in relationship to entrepreneurial innovativeness capacity, it is also recommended for entrepreneurs of small scale enterprises' to be positive with innovations that is trending at every given moment while keeping other expectations as priorities to be fulfilled in due time. Small scale enterprises' that maintain positive mindset with innovation on clients expectations are better able to monitor and adapt to market shifts for unique goods and services tailored to their clientele's requirements at the nip of time.

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