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# Towards Sustainable National Development and International Competitiveness: The Personality Profile of an Entrepreneur: Evidence from Nigeria.

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**Abstract:** In the literature on entrepreneurship and those who make good entrepreneurs, empirical support is divided on whether personality profile of an entrepreneur should be established and whether such profile can hold its ground given that entrepreneurial abilities and aptitude as well as business success are both affected by environmental factors. Regardless of this debate, scholars have been consistent in empirically validating the link between certain personality traits and entrepreneurship abilities, business creation and business success as well as ability to benefit from entrepreneurship training. Furthermore, entrepreneurial abilities of people in a nation have been equally traced to increased economic growth and technological advancement as well as the competitive advantage of such a nation in the world economy. Given the above reasons, it was the position of this study, that the precarious economic situation of the country presently and the resulting solutions centered around wealth generation through encouraging entrepreneurship activities in the Nigerian populace should also take into consideration personality testing in order to clearly identify those who can benefit from entrepreneurship endeavours and training. This study therefore sets to extend the literature on the personality profile of the entrepreneur bringing evidence from Nigeria. Achievement motivation defined as “behaviour towards competition with a standard of excellence” (McClelland, 1953) emerged as one of the personality traits that have been consistently linked to entrepreneurship and business success; the study therefore compared entrepreneur and non-entrepreneur on this trait. A total of 96 (48 entrepreneurs and 48 salary-paid workers) participants selected through convenience sampling responded to Herman's (1970) nine dimensions of Achievement Motivation Questionnaire adapted by Eyo (1986). The result of t-test comparison showed entrepreneurs to be higher in global achievement motivation than non-entrepreneurs. Comparison on each of the nine dimensions only yielded significance for four of the nine dimensions which were achievement behaviour, persistence, task tension and time perspective. Female entrepreneurs also had higher aspiration level than male entrepreneurs. The implication of this findings were discussed in relation to fostering entrepreneurship in Nigeria for sustainable development and international competitiveness.

**Keywords:** Entrepreneur, Salaried Workers, Achievement Motivation, Sustainable development, International competitiveness.

**Introduction:**The concept of national development in Nigeria is usually approached from macro level development strategies and policies that emphasises development and maintenance of institutions and infrastructures. For example:

High rate of unemployment: encouraging graduates to learn a trade, poverty eradication through giving money to farmers or to other individuals to start businesses.

Inter-ethnic conflict: practicing the principle of federal character.

Improving transportation: constructing good roads and maintaining existing ones.

Improving the educational system: building schools, employing more teachers, giving students one or two meals per day.

Improving maternal health: public forum on how to improve health, family planning teachings and so on.

All the above are commendable and feasible path towards national growth and development. However, such efforts usually neglect approaching solutions from the stand point of the individual; the means of effecting changes are provided for the populace without knowing whether they actually have the ability to put those means into fruition. For example, what is the use of educating mothers on family planning when family planning decisions such as desired number of children and the use of contraceptives are not solely determined by the mother?; What is the use of improving the educational system through employing more teachers or improving infrastructural facilities when the students do not have the aptitude for formal education or learning and would rather find satisfaction or immerse their talent in other creative avenues?. Perhaps the neglect of an idiographic approach to social policy formulation and implementation has been the "Achilles heels" of some of the governmental projects set up to improve the living standard of the populace.

The purpose of this paper is to emphasise the role and importance of the individual psychology in the effectiveness and efficiency of social policies particularly in the area of wealth generation for the nation.

### **Statement of the problem**

#### **Entrepreneurship and sustainable development**

The people and material resources of a nation determine her relevance in the political scheme of the world and her comparative advantage influences her negotiation power in the global economy. Nigeria as a developing nation therefore requires her citizenry to contribute meaningfully to her growth. One such way is through entrepreneurial avenues.

Currently, Nigeria is besieged with economic crisis and one of the fore reasons is that her wealth generation is not diversified. Also, the difficulty of doing business in Nigeria is high (World Bank, 2008). Nigeria is ranked third poorest country in the world and contains 7% of the world's poor (Gabriel, 2014). The over-reliance and development of one source of revenue generation to the detriment of others is implicated in her precarious economic situation of today. Various macro level initiatives (for example: Bank of Agriculture (BOA), National Economic Reconstruction Fund (NERFUND), Nigeria Export and Import Bank (NEXIM and so on) have been put in place or are being suggested as a way out such as providing funds for people to set up their own businesses, entrepreneurship training and so on. However, it is important to consider individual-level factors alongside such schemes, this is because what it all boils down to in the end is the individuals who will implement or benefit from such initiatives and make them work. Schemes that are of particular interest to this study are those centered around making people business owners or entrepreneurs. This is because entrepreneurship has been identified as a veritable tool to drive Nigeria's economy (Abdullahi & Durosaro, 2011; Akinola, 2013; Dowling & Schmude, 2007; Duru, 2011; Ifeanyi & Okechukwu, 2014).

Researchers have established a link between personality traits of an entrepreneur and their likelihood of success (Markman & Baron, 2003). This means that people perform better in jobs for which they have interest, skills and ability (Aworemi, Adegoke, & Toyosi, 2011; June & Mohmood, 2011); hence, there is need for personality and aptitude testing before encouraging people to be entrepreneurs, since research has shown these individual do possess certain characteristics that make them excel (McClelland, 1961). Also, there is need to foster the development of those traits associated with entrepreneurial abilities since they are partly borne form learning.

Furthermore, various scholar have made a call for researchers to investigate defining characteristics or traits that distinguishes entrepreneurs from non-entrepreneurs so as to provide a guideline and perhaps a checklist of who and what constitutes an entrepreneur and entrepreneurship (Ahmad, 2010; "12 Essential", n.d; Caliendo & Kritikos, 2011). This study represents a response to that call.

### **Entrepreneurship and Comparative Advantage**

Ricardo (1817) proposed the concept of comparative advantage to explain how nations can produce goods that benefits itself and other nations. Comparative advantage refers to the ability of a nation to produce certain good(s) at a lower marginal cost and opportunity cost than the other nation (Ricardo, 1817). With comparative advantage, each nation profits by specialising in goods with which it has comparative advantage and trading such goods for the other. Porter (1990) sees a nation's competitive advantage as its ability to bring both local and international investors to transact business. With entrepreneurial ventures, innovation, creativity and passion; business can be developed to international scale such that there is foreign market for it. Such avenue for wealth can help drive the nation's economy and increase international competitiveness. Hence, fostering entrepreneurship in Nigeria will in addition to boosting her economy, place her in a position of economic advantage with other nations.

### **Psychology and National development: Measurement and Entrepreneurship for Sustainable Development.**

Psychology as a social and behavioural science of human behaviour have important contributions to make towards Nigeria's development. Popular discourse in the past in relation to development emerged from economic debates about best economic policies and practices and how nations can utilize resources to achieve optimal gain (Adam, 1776; Ricardo, 1871). However, development discourse have shifted over the years from economic- based strategies due to the increasing recognition that economic considerations alone do not and cannot provide ways of sustaining development (Das, 2007; Grilli & Salvatore, 1994; Moghaddam, Bianchi, Daniels & Apter, 1999; Sen 1992). Hence, since the 1960s development debate have been reformed to include human characteristics and their implication for development (Adebayo, 2014, McClelland, 1961; McClelland & Winter, 1969; Moghaddam et al., 1999).

Psychology researchers outside the nation have been appalled by the little or no recognition that psychology has had in developing countries particularly with regards to its input in issues on national development and its relevance to sustainable development (Moghaddam et al., 1999; Katgicibasi, 1995; Kumar & Stood; Vlaenderen, 2001). It is a given that development characterised by social change has to take into consideration individual attitudes and behaviours for it to occur. Various psychologist have proposed that strategies for national development should take into consideration the individual attitude and behaviours. It has been emphasised that the people resources of a nation are its most valuable resources (Adebayo, 2014; Friedman, 2005; Jones & Jones, 2014; McClelland, 1961) particularly because they are needed to explore, conserve and multiply her physical resource to guarantee its continuous availability.

Humans as one of the elements of nature possesses certain characteristics that distinguishes her from other elements (Adebayo, 2014) in that he has:

- Fluid and crystallized intelligence: man can acquire knowledge and relate and explore existing knowledge to conceive new ones,
- Consciousness about his existence: man continually seeks answer to the question of his existence and those of other species
- Awareness of his mortality: man is aware that he cannot live forever, hence, find ways to live longer and leave behind a legacy
- Creativity in reshaping and remolding his environment
- adaptability: he finds ways to adjust and make do with what is available in his environment
- Values such as power, status, honour, wealth, morality and justice (Adebayo, 2014).

However, where humans differ from one another is the extent to which they possess the above characteristics; variability is the essential defining characteristic of humans. +This means that the difference between humans is not the absence of certain traits but the presence of certain traits in varying amount. In the same vein, to capture variability in human nature, Adebayo (2014) categorised humans into two based on how they relate to their environment (physical and human environment). The first category of humans appreciate nature and explore it for personal and other's advantage; they constantly look for new ways to relate with and exist within the environment while the second category are appalled by their environment, hence, withdraw into themselves and constantly depends on others for survival (Adebayo, 2014). How man choose to relate with the environment comes to bear on the personal growth and development of the individual and by extension the society in which such individuals live in. Those who relate to the environment with openness also look inward for personal resources that can be

harnessed for growth. Hence, they increase in skill, intelligence, wealth, satisfaction and their ability to make meaningful contribution to the society while those that are closed to their environment remain static in personal resources for dealing adaptively with their environment.

From the above it follows that a nation's development is largely dependent on the development of her citizens. Indeed, this position has been fronted by different scholars who have linked personal development to national development (Adebayo, 2014; Clausen, 2006; Friedman, 2005; Haugh & Tracy, 2004; Ikeije & Onuba, 2015; Jones & Jones, 2014; McClelland, 1961; Praag & Versloot, 2007; Oteh, 2009). Friedman's (2005) position is that curiosity and passion are two key elements in economic development which when combined can achieve greater feat than just intelligence can. Accordingly, Jones and Jones (2014) propose that curiosity and passion set in motion inventions, innovations, discoveries, growth and development; the curious and passionate person will employ the intelligence possessed to achieve incredible feats. McClelland (1961) on the other hand proposed the concept "need for achievement (nAch)"; he proposed that the nAch is characterised by the pursuit of realistic but challenging goals and a desire to excel. McClelland identified those with a high nAch as those who:

- strive to be the best, set challenging and realistic goals for themselves;
- self-worth is based on the successful development and utilisation of talents and skills;
- aspire to surpass personal standards of excellence;
- see challenges and the need for high skill as allowing one to hone one's skills;
- tend to be self-confident;
- take responsibilities for whatever happens to them;
- are not deterred by challenges;
- like to take responsibility for solving problems;
- see hard work as a solution to a great future;
- seek neither power nor approval, rather, only focus on success and increasing improvement in their careers;
- like timely feedback on performance and monitor their own progress and
- are conservative (as cited in Adebayo, 2014).

To McClelland, these characteristics which are developed through childhood learning, parenting style and social norms prevail among business owners, and contribute to economic growth through the generation of entrepreneurs (McClelland, 1961). In his words "Civilization, at least in its economic aspect, is neither adaptation nor sublimation ; it is a positive creation by a people made dynamic by a high level of n-achievement. Furnham (1990) based on McClelland's position emphasised that "the more persons high in nAch, the more entrepreneurs; the greater the number of entrepreneurs, the more rapid the rate of economic growth".

The basic tenets of the above scholars is that the citizens of a nation are a veritable tool to drive its economic progress; when a nation is populated by people who constantly explore their environment with curiosity and passion, tenacity and unrelenting attitude in their strive to achieve, the nation will benefit immensely. Another theme that is evident from the above submissions is that how one relates to the environment and the characteristics of such relations is part of what defines the self (the distinctive and relatively stable ways of thinking, feeling and behaving). Hence, those who relate to the environment with openness and explore it for profit, have a personality type involving some characteristics that differentiates them from others. It also follows that fostering individuals with such personality types and moulding such personality types can yield benefit for the nation.

One major tool of psychology borne out of the discipline's understanding of the variability in human characteristics is measurement. Just like Thorndike recognised variability, he also understands that measurement is one way of identifying and quantifying such variability in human behaviour. Psychology largely depends on identifying and quantifying behaviours as one of its stamp as a scientific discipline, hence, Thorndike (1918 as cited in Olatunji, 2000) argues that as long as a thing exists, then it must be measurable. In other words, behaviour mirrors personality, hence, there should be ways of identifying and measuring it. Indeed, this is the goal of psychological testing and trait theorist in psychology; to identify and describe types of behaviour that characterise a personality type and find ways to measure such characteristics with the goal of understanding and predicting an individual's behaviour (Passer et al., 2003). A usual way in psychology of identifying types of person is to come up with traits that characterises such an individual. Hence, there are traits for the extroverts, the introverts, the sensation-seekers, the antisocial personality, the empathic personality, criminal profile and so on. Testing individuals on measures developed to identify such traits therefore gives an insight into who an individual is; their

strengths and weaknesses. Such insight can help in myriad ways, for example, it can help in personnel selection, clinical diagnoses, team selection, job placement, work design, reward design, treatment design and so on.

Although those considered as entrepreneurs may not all possess the same characteristics (Andersen, Davidge-Pitts & Ostensen-Saunders, 2009; 12 Essen n.d), still, there is evidence that they tend to share similar traits (Brandstätter, 2011; Hendriks, Nhlapo, & Samodien, 2002; Mcquaid, 2002; Rwigema & Venter, 2004). Since behaviour tends to mirror personality, it therefore follows that the difference between entrepreneurs and non-entrepreneur should in part be a function of their type of person (Ahmetoglu, Leutner, & Chamorro-Premuzic, 2011; Kuratko, 2007). Certain traits have been associated with those referred to as entrepreneurs; the understanding and identification of such traits, therefore holds potential benefit in that they can be identified in persons and encouraged or shaped in people so that it becomes part of the personality of the individual.

### **The personality profile of the entrepreneur**

#### **Who is an entrepreneur?**

The literature is replete with definition of who an entrepreneur is. Drucker (1985) sees an entrepreneur as someone who searches for, responds to and explore change for benefit. Virtanen (2004) on the other hand conceives an entrepreneur as an individual who take advantage of economic innovation for the creation of new value in the market. In another definition ("12 Essential", n.d), an entrepreneur is a business individual who frequently takes risks in conceiving and organising a business venture. For Deo (2005), he conceives an entrepreneur from a psychological point of view; an entrepreneur is essentially motivated by need to achieve, to experiment or try out things, to accomplish and for autonomy.

Attempts to describe who is and who is not an entrepreneur in popular discourse may sometime involve drawing from commonsensical knowledge and theoretical reasoning, hence, an informal entrepreneur profiling is done. However, to move from mere deduction to scientific-based propositions, researchers in the field of psychology have conducted studies to examine the defining characteristics of who an entrepreneur is and to provide empirical evidence in support of the inferences drawn from entrepreneurial activities and those who engage in them.

A personality trait that has consistently emerged in the literature on personality characteristics of entrepreneurs is the motivational need for achievement. The concept of need for achievement emerged from McClelland who identified the trait as dominant in entrepreneurs (McClelland, 1958; 1961; 1987; 1990). This scholar propose that those high in the motivational need for achievement strive hard to achieve, set increasing standards for themselves, like challenges, desire feedback on their performance and are not discouraged by setbacks. The underlying theme of this need is that it is learnt in response to efforts to survive in the environment, hence, it constantly drives the individual to behave in ways that will satisfy that need (Gibson, Ivancevich & Donnelly, 1979; McClelland, 1958; 1961; 1987; 1990). When such behaviours are rewarded, there is likelihood of it being repeated (Gibson et al., 1979). Given these premises McClelland argued that those high in need for achievement may have a special bias for entrepreneurial undertakings since such will provide an avenue to satisfy their needs for challenges, feedback, personal responsibility and so on. Since this proposition, numerous studies have been conducted to validate McClelland's position (For example: Fairlie & Holleran, 2011; Leutner, Ahmetoglu, Akhtar & Chamorro-Premuzic, 2014; Rauch & Frese, 2007; Stewart Jr. & Roth, n.d; Stewart, Watson, Carland, & Carland, 1999).

The following are examples of the studies:

Ahmad (2010) in order to develop a motivational profile of entrepreneurial CEOs ( those working as Directors, Managing Partners, and Managing Directors) and Professional CEO (General Managers, Director Generals, and Executive Directors of Public sector organizations) in small and medium enterprise, compared the two groups on need for achievement, locus of control, risk taking propensity, ambiguity tolerance, and type-A personality. Using a total of 124 Pakistani workers and standardised questionnaires as a means of data collection, the researcher found out that with the exception of type-A personality, entrepreneurial CEOs were higher in all other motivational variables than Professional CEOs. The author concluded that entrepreneurial CEOs were more driven to achieve; believe more in their ability to determine outcomes; are more willing to take risks and accept challenges and more accepting and tolerant of uncertain situations than Professional CEOs. The study concluded that need for achievement, locus of control, risk taking propensity, ambiguity tolerance are discriminating factors of entrepreneurial CEOs.

Fairlie and Holleran (2011) in their study examined whether the personality traits of risk-taking, need for autonomy and being innovative enhances pro-entrepreneurship and ability to benefit from entrepreneurship training. Using randomised control experiment involving entrepreneurship training for some participants drawn from US, the researchers found that those who are more tolerant of risks benefit more from entrepreneurship training in terms of business ownership and starting a business than those with less risk tolerance. Whether need for autonomy influenced being able to benefit from entrepreneurial training was inconclusive and being innovative had no effect.

In another study, Rauch and Frese (2007) examined whether specific personality traits (need for achievement, risk-taking, innovativeness, autonomy, locus of control, and self efficacy) predicted entrepreneurial success than broad personality traits like extraversion, emotional stability, openness to experience, agreeableness, and conscientiousness). They found that the specific traits yielded higher correlations with business creation and business than broad traits. The higher the need for achievement, risk taking, autonomy and having an internal locus of control, the higher the likelihood of business success. Also, entrepreneurs had higher scores in self-efficacy than non-entrepreneurs.

In a similar study by Leutner, et al. (2014) to examine the Big Five's ability to predict entrepreneurial success and whether this broad personality traits predicts entrepreneurial success much more than narrow personality traits directly related to entrepreneurial success. The study used a sample of 670 participants (322 males and 348 females) recruited online to who responded to copies of questionnaire containing the Big five personality dimensions of extraversion, agreeableness, conscientiousness, emotional stability and intellect/imagination and the Measure of Entrepreneurial Tendencies and Abilities (META) measuring personality traits specifically relevant in entrepreneurial success. Result revealed that both the Big Five and META both predict entrepreneurial success while the META emerged as the best predictor.

Furthermore, Stewart Jr. & Roth, (n.d) conducted a meta-analysis of studies that examined two facets of conscientiousness (achievement motivation and dependability) in an attempt to reconcile the divided literature with regards to the predictive ability or inability of personality traits in entrepreneurship. The analysis involved a total of 20 studies and a total of 3,545 participants. The result showed that entrepreneurs are moderately higher on achievement motivation than managers, entrepreneurs were also slightly higher in dependability than managers and also "appear to exhibit somewhat more deliberateness, thoroughness and organization in their efforts".

Adebayo (2010) examined achievement motivation in relation to academic cheating behaviour. The study sampled the academic cheating behaviour and achievement motivation of 150 undergraduate students using Newstead, Franklyn-Stokes and Armstead (1996) Cheating Behavior Questionnaire and the adapted version of Herman's (1970) Measure of Achievement Motivation by Eyo (1986). The correlational analysis revealed academic cheating behaviour to be negatively related to the global achievement motivation and to six of the nine dimensions of achievement motivation which are achievement behaviour, aspiration level, persistence, task tension, time perspective and recognition behaviour. This study supports prior evidence linking achievement motivation to individuals who: like challenges, strives to succeed, value hard work and desire to take personal responsibility for performing a task. Hence, this suggests that students who are high on achievement motivation are less likely to cheat in their academic work. The relevance of this study is that academic work represents a task that has to be performed by a student and the resulting performance also largely depends on how much effort and dedication the student puts into it, this can be likened to entrepreneurial acts in that academic work is something a student venture into and becoming successful in it largely depends on the student.

In a similar vein, Awan and Noureen (2011) examined academic achievement and its relationship with achievement motivation and self concept in English and Mathematics using a sample of 172 females and 146 males students in secondary school in Pakistan. The participants responded to an Urdu translated version of Academic Self-Description Questionnaire II (Marsh, 1990) and 'General Achievement Goal Orientation Scale' (McInerney, 1997). The result of the study showed a positive correlation between self concept, achievement motivation (social, mastery, and performance goals), and academic achievement. There was also significant sex difference on all variables with females being higher than males on each of them. Females being higher on achievement motivation, academic achievement and self concept in

English and mathematics may have been influenced by cultural factors. One plausible reason for this result is that the study was conducted in a developing country in which education for females is somewhat a recent phenomenon, hence, females may have something to prove in a sphere from which they were previously excluded and moreso in subjects like Mathematics and English which males tend to have and exhibit greater abilities and aptitude. This line of thought goes with McClelland (1961) assertion that the more difficult the goals are, the harder the achievement-motivated individual will strive to succeed.

Some studies have also examined sex differences in entrepreneurship (for example, Fairlie & Robb, 2009; McCracken, Marquez, Kwong, Stephan, Castagnoli & Dlouhá, 2015; Reyes, Beck & Iacovone, 2011; Verheul & Thurik, 2001; Verheul, Thurik, Grilo & Van der Zwan, 2011). However, the overarching submission is that there is low self-employment tendencies among women due to gender-specific factors that might discourage self-employment or prevent intended self-employment from translating into actual behaviour.

Based on the studies reviewed above, the following hypotheses were tested.

H1: Entrepreneurs will be higher in achievement motivation than non-entrepreneurs

H2: There will be a significant difference between male and female entrepreneurs on achievement motivation

**Research method**

This study collected data from a convenient sample of ninety-six participants; forty-eight entrepreneurs (self-employed individuals are considered entrepreneurs (Daily, McDougall, Covin & Dalton, 2002; Grilo & Thurik, 2004; McClelland, 1961) and forty-eight non-entrepreneurs (salary earners). Both group responded to the Achievement Motivation Questionnaire developed by Herman (1970) as adapted by Eyo (1986). The Eyo's adapted version using Nigerian sample was favoured in this study due the increasing importance of localisation of measuring instruments used in psychological research.

Age ranges were used in eliciting the ages of participants due to people's usual reserve in disclosing their actual ages. Fourteen participants were in the age cohort of 11-20 years, twenty-eight, in the age cohort of 21-40 years, thirty-eight, in the age cohort of 31-40 years and sixteen in the age cohort of 41-50 years. Entrepreneurs cut across businesses such as bakery, furniture making, publishing outfits and so on while the salary-paid workers were mostly civil servants. The educational qualifications of the participants were diverse, ranging from first school leaving certificate (18), secondary school/grade II (41), first degree (33) and postgraduate degree (4).

**Results**

**Table 1:**

Table of means and standard deviation and t-test comparing Entrepreneurs and Salaried workers on global achievement motivation and on all dimensions of achievement motivation

| Achievement motivation Dimensions | Job type         | N  | Mean    | SD      | DF | t       |
|-----------------------------------|------------------|----|---------|---------|----|---------|
| Global achievement motivation     | Entrepreneur     | 48 | 67.7292 | 5.35044 | 94 | 5.307** |
|                                   | Salaried Workers | 48 | 63.2292 | 2.42539 |    |         |
| Achievement behaviour             | Entrepreneur     | 48 | 9.0625  | 1.15604 | 94 | 2.385*  |
|                                   | Salaried Workers | 48 | 8.4583  | 1.32019 |    |         |
| Aspiration level                  | Entrepreneur     | 48 | 9.5625  | 1.31935 | 94 | 0.676   |
|                                   | Salaried Workers | 48 | 9.3958  | 1.08647 |    |         |
| Upward mobility                   | Entrepreneur     | 48 | 7.9792  | 1.37593 | 94 | 1.503   |

|                       |                  |    |         |         |    |        |
|-----------------------|------------------|----|---------|---------|----|--------|
| Persistence           | Salaried Workers | 48 | 7.6042  | 1.04657 | 94 | 2.758* |
|                       | Entrepreneur     | 48 | 10.2917 | 1.42856 |    |        |
| Task tension          | Salaried Workers | 48 | 9.5000  | 1.38380 | 94 | 3.571* |
|                       | Entrepreneur     | 48 | 10.0417 | 1.77402 |    |        |
| Time perception       | Salaried Workers | 48 | 4.1667  | .55862  | 94 | 1.583  |
|                       | Entrepreneur     | 48 | 4.4583  | 1.14777 |    |        |
| Time perspective      | Salaried Workers | 48 | 7.3750  | 1.04423 | 94 | 3.166* |
|                       | Entrepreneur     | 48 | 8.0833  | 1.14545 |    |        |
| Partner choice        | Salaried Workers | 48 | 5.2083  | .71335  | 94 | 1.859  |
|                       | Entrepreneur     | 48 | 5.4792  | .71428  |    |        |
| Recognition behaviour | Salaried Workers | 48 | 2.5208  | .65199  | 94 | 1.144  |
|                       | Entrepreneur     | 48 | 2.6667  | .59549  |    |        |

\*\* P<0.001

\* P<0.05

The above table shows that Entrepreneurs were significantly higher on global achievement motivation than salaried-workers ( $t(94)=5.307, P<0.001$ ) and on four dimensions of achievement motivation: Achievement Behaviour ( $t= 2.385(94) P<0.05$ ), Persistence ( $t(94)=2.758, P<0.05$ ), Task Tension ( $t(94)=3.571, P<0.05$ ), and Time Perspective ( $t(94)=3.166, P<0.05$ ).

**Table 2:**

Table of means and standard deviation and t-test comparing male and female entrepreneurs on global achievement motivation and on all dimensions of achievement motivation

| Achievement motivation Dimensions | Sex of entrepreneur | N  | Mean    | SD      | Df | t                    |
|-----------------------------------|---------------------|----|---------|---------|----|----------------------|
| Global achievement motivation     | Males               | 29 | 67.5862 | 5.55182 | 46 | -.226 <sup>ns</sup>  |
|                                   | Females             | 19 | 67.9474 | 5.16907 |    |                      |
| Achievement behaviour             | Males               | 29 | 9.1034  | 1.04693 | 46 | 0.300 <sup>ns</sup>  |
|                                   | Females             | 19 | 9.0000  | 1.33333 |    |                      |
| Aspiration level                  | Males               | 29 | 9.2069  | 1.23576 | 46 | -2.424*              |
|                                   | Females             | 19 | 10.1053 | 1.28646 |    |                      |
| Upward mobility                   | Males               | 29 | 8.0690  | 1.36096 | 46 | 0.554 <sup>ns</sup>  |
|                                   | Females             | 19 | 7.8421  | 1.42451 |    |                      |
| Persistence                       | Males               | 29 | 10.3793 | 1.61276 | 46 | 0.521 <sup>ns</sup>  |
|                                   | Females             | 19 | 10.1579 | 1.11869 |    |                      |
| Task tension                      | Males               | 29 | 10.0000 | 1.53530 | 46 | -0.199 <sup>ns</sup> |
|                                   | Females             | 19 | 10.1053 | 2.13163 |    |                      |
| Time perception                   | Males               | 29 | 4.5862  | 1.08619 | 46 | 0.953 <sup>ns</sup>  |



|                       |         |    |        |         |    |                      |
|-----------------------|---------|----|--------|---------|----|----------------------|
| Time perspective      | Females | 19 | 4.2632 | 1.24017 | 46 | 0.922 <sup>ns</sup>  |
|                       | Males   | 29 | 8.2069 | 1.01346 |    |                      |
| Partner choice        | Females | 19 | 7.8947 | 1.32894 | 46 | 0.867 <sup>ns</sup>  |
|                       | Males   | 29 | 5.5517 | .68589  |    |                      |
| Recognition behaviour | Females | 19 | 5.3684 | .76089  | 46 | -1.161 <sup>ns</sup> |
|                       | Males   | 29 | 2.5862 | .68229  |    |                      |
|                       | Females | 19 | 2.7895 | .41885  |    |                      |

\* P<0.05

ns- not significant.

The above table shows that there is no significant difference between males and female entrepreneurs on global Achievement Motivation but a significant difference exist between males and female entrepreneurs on Aspiration Level dimension, with female entrepreneurs having higher Aspiration Level ( $t(46)=-2.424$ ,  $P<0.05$ ).

### Discussion

Hypothesis one which stated that entrepreneurs will be higher on achievement motivation than non-entrepreneur was supported. That entrepreneurs are higher in achievement motivation than salaried workers support theoretical and empirical evidence linking achievement motivation to entrepreneurship (Adebayo, 2010; Ahmad, 2010; Braden 2002; Fairlie & Holleran, 2011; Leutner, et al., 2014; McClelland, 1961; Rauch & Frese, 2007; Stewart, Jr. & Roth, n.d). Studies have linked achievement motivation to the desire to excel, to surpass standards of excellence, to strive to succeed, being hardworking, not being deterred by challenges and valuing immediate feedback on performance which are all needs which owning own business can satisfy.

Also the difference between entrepreneurs and salaried workers on global achievement motivation was very significant ( $<0.001$ ). This on its own perhaps point to the existence of very high achievement motivation among entrepreneurs in developing countries; countries with economic environment that is unsupportive of entrepreneurial ventures may make those who choose to be entrepreneurs strive very hard to establish and sustain their businesses and to maintain their entrepreneurial status (Duru, 2011; Reynolds, Hay, Bygrave, Camp, & Autio, 2000; Stewart, Jr. & Roth, n.d). Stewart, Jr. and Roth, (n.d) meta-analysis revealed that achievement motivation had a stronger relationship to entrepreneurship success and ability in developing countries with social and economic environment that is unsupportive of entrepreneurship ventures or aspirations compared to developed countries with more supportive atmosphere.

Furthermore, entrepreneurs were compared with non-entrepreneurs on the nine dimensions of achievement motivation. However, the difference was significant only on four dimensions: Achievement Behaviour, Persistence, Task Tension and Time Perspective. That entrepreneurs are higher in achievement behaviour than non-entrepreneurs is supported by studies that have found that individuals high in need for achievement strive hard to achieve success in tasks in which they have personal responsibility for success, in which there will be feedback on performance and in which there is some element of risk (Awan & Noureen, 2011; Koester & McClelland, 1990; Stewart, Jr. & Roth, n.d). For, instance Stewart, Jr. & Roth, n.d meta analysis revealed that entrepreneurship by its demanding and challenging nature attracts those highly motivated to achieve since it offers opportunity for personal satisfaction and personal agency in business success and autonomy. On the other hand, Awan and Noureen (2011) found achievement motivation to be related to self concept in English and Mathematics and to be higher among Pakistan female secondary school students than in males; girls who may have to work very hard to prove their mettle in subjects in which males may be stereotyped to be better.

Higher level of achievement behaviour among entrepreneurs than non-entrepreneurs is consistent with the role demands of entrepreneurs in Nigerian which may require starting a business from nothing, dealing and overcoming financial constraints, ignoring disparaging comments about the futility of a venture, ignoring how demeaning such business may look at first and so on. For instance, the individual who came up with the idea of mobile toilets in Nigeria may have been laughed at or ridiculed by friends as being in the "shit business". Coupled with the fact that the business was unprecedented in Nigeria, these factors coupled with others unknown may have posed serious stumbling block to the sustenance of the

business. Today, however, the pioneering entrepreneur of the mobile toilet business is widely applauded for his initiative.

The result also showed entrepreneurs to be higher in persistence. This is in line with theoretical and empirical evidence linking entrepreneurship with hard work, withstanding challenges, commitment and persistence (Koester & McClelland, 1990; Martin, 1999; Singh & Ratvi, 2013; Stewart, Jr. & Roth, n.d ). Given the peculiarities of the Nigerian situation, and the difficulty in doing business in Nigeria, perhaps, only the committed and persistent individual can achieve and retain an entrepreneurship status. Furthermore, higher task tension among entrepreneur is perhaps borne out their attribute to be achievement-motivated persistent, desire timely feedback on performance and to be future-oriented. Hence, having task as incomplete may affect what they are able to achieve in the time they have set for themselves or prevent them from having timely feedback on their performance. With regards to time perspective (being future-oriented) entrepreneurship has been associated with being future-oriented (Singh & Ratvi, 2013). The Nigeria business environment obviously requires all the above discussed traits in order to break-even.

Finally, it is interesting to note that on the remaining five dimensions of achievement motivation, even though not significant, entrepreneurs were equally higher on Partner choice, recognition behaviour, time perception, aspiration level and upward mobility.

Hypothesis two which stated that male and female entrepreneurs will differ significantly on achievement motivation was partially supported. There was no difference in global achievement motivation of both sexes, however, female entrepreneur were higher than male entrepreneurs on the aspiration level dimension of achievement motivation.

That females are higher in aspiration level may be due to the cultural factors hindering women participation in business. Women in Nigeria were formerly associated with home life rather than work life due to sex-role orientation that prescribes dependence and subservience for women in relation to their partners (Adebayo & Olonisakin, 2014; Wingwood & DiClemente, 2000). Also, in the past certain profession were considered masculine (Ogunleye, Olonisakin & Adebayo, 2015) and not to be engaged in by women. However, such gap between males are being bridged due to economic necessities (Ogunleye, Olonisakin & Adebayo, 2015) that requires that husbands and wife each contribute to the upkeep of the home and that men and women both engage in money-making ventures for personal sustenance. Hence, venturing into entrepreneurship previously dominated by men may make women feel they have something to prove coupled with the constraints they may encounter in financing their business, as personal observation has shown that banks have more confidence in lending money to men than women. This perhaps accounts for higher aspiration level among women entrepreneurs than men as they strive to make their dreams a reality in the world of men. Worthy of note is that, though insignificant, female entrepreneur had higher mean score on eight of the nine achievement motivation dimensions. Perhaps a larger sample size will shed more light on this.

#### **Limitation of the study**

The sample size of this study poses a limitation to its conclusiveness. The time between when the idea for this study was conceived and when the result was expected accounts for the small sample utilised in this study. A larger sample size drawn from different regions within the country would shed more light on whether the conclusions made in this study is reflected in a larger population. In addition, some successful entrepreneurs have been identified in Nigeria, such as Dangote, Adenuga, Momodu and the likes; opportunity to identify personality characteristics or traits of these individuals can help in profiling and in revealing other personality traits affecting entrepreneurial motivation in Nigeria.

#### **Conclusion and Recommendations**

In conclusion, this study is a response to the call of scholars of entrepreneurship to investigate the defining characteristics that distinguishes entrepreneurs from other type of workers and the contradictory nature of the literature on whether personality traits are related to entrepreneurship ability or aptitude. The result of this study provides a compelling case for including personality type/trait consideration in entrepreneurship discourse and intentions. In particular, achievement motivation seems an important variable worthy of consideration.

Furthermore, Cook (1979) asserted that using personality trait for predicting behaviour has its limitation in that exceptions to the rule can be so many as to render the rule useless, hence, the circumstances under which a trait is observed have effect on the trait. What this means is that the need for achievement as an important trait in entrepreneurship motivation may not be solely responsible for business success. Indeed, McClelland (1961) emphasise that it is a need learnt from striving to cope with environmental demands

while Stewart, Jr. & Roth's, (n.d) meta-analysis revealed that achievement motivation had a stronger relationship to entrepreneurship success and ability in developing countries compared to developed ones. In addition, Porter (1990) asserts that certain attributes of the national environment (climate, location, strategy, rivalry and so on ) are implicated in the comparative advantage of businesses within a nation. This means that environmental factors (finance, governmental support/policies, infrastructural facilities and so on) that supports or hinders entrepreneurial effort will also determine the success of an entrepreneur. Nonetheless, this study and others provide empirical validation of the need for achievement as stronger among entrepreneurs. Hence, if nothing, the result of this study seem to suggest that with unfavourable environmental conditions (such as those present in Nigeria), those who will survive as entrepreneurs may be those who have a high need for achievement; who will forge ahead no matter the odds. Hence, this study propose a personality profile of an entrepreneur based on our findings. Since entrepreneurship have been expressed as one of the ways to economic development of the nation, governmental scheme centered around entrepreneurship or empowering individuals to start their own businesses should take into consideration the personality of the beneficiaries of such scheme, so that there can be a person-job fit. The presence of highly achievement-motivated entrepreneurs in the nation who are driven by the desire to innovate, to achieve excellence, to set standards and to achieve unprecedented feat should drive economic progress because of the wealth generation possible through international sales, job creation, international recognition and international competitiveness. The findings of this study can help in career counseling for academic and vocational choice so people can make informed decision about careers for which they have personality aptitudes. Finally, since personality characteristics are partly learnt, trait of achievement motivation can be fostered in children as they grow. Practical demonstration of the need to achieve, desire for excellence, pride in putting effort into task that yield result should be modeled by parents, teachers and other agents of socialisation. Achievement motivation behaviour should also be positively reinforced in individuals as they develop.

### **1. Personality Profile of an Entrepreneur**

High in general achievement motivation:  
High in achievement behaviour  
High persistence  
Task tension  
Time perspective

### **2. Personality Profile of a Female Entrepreneur**

High in general achievement motivation:  
High in achievement behaviour  
High persistence  
Task tension  
Time perspective  
Very high in aspiration level

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