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EVOLVING PILOTING ROLE OF ADMINISTRATOR: FROM ADMINISTRATIVE LEADERSHIP TO BOOSTING ENTREPRENEURSHIP DEVELOPMENT

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Abstract

This study examined the path to evolving piloting role for administrative leadership from routine administration to boosting entrepreneurship development. The study was guided by three principal objectives. The study adopted descriptive research survey method in which a set of pre-tested questionnaire was used to collect data from four enterprises: Innoson Industrial &Technical Co Ltd., Juhel Pharmaceutical Co Ltd., Zenith Bank PlcOgui Road Branch and Sunrise Flour Mills Ltd. Enugu. The combined total population of these enterprisesas at the time of this research was 4,361. From this population, Cochran's finite population correction statistics was used in determining a sample size of 353 for the study. The said questionnaire that was used by the study consisted of 18 close-ended items (6 on the demography of respondents and 12 on the research constructs of the study) with the latter set on the 5-point Likert-type scale. Results of the reliability test carried out on the said questionnaire showed that it had a Cronbach's Alpha index (CAI) of 0.81, which was considered appropriate for the study. The respondents for the study were selected using purposive sampling technique which used certain pre-determined set of criteria to select those adjudged to possess some good knowledge of the issues involved in administration and leadership, business management, and entrepreneurship. Descriptive statistics that consisted of tables, frequency counts, and percentages was used to analyze the data collected, while the three hypotheses for the study were tested using Pearson's Chi-square Cross Tabulation Statistics, all with the aid of SPSS. It was the findings of the study that the role administrative leaders play in training and human capacity building has significant positive effect on the stock of technical skills, knowledge and competencies possessed by employees of enterprises (X^2=33.44; p=0.000<0.05); that the role administrative leaders play in the provision of formal education has significant positive effect on the stock of entrepreneurial attitudes, behaviours and orientations possessed by employees of enterprises (X^2=54.47; p = 0.000<0.05); and that the role administrative leaders play in mentoring has significant positive effect on the stock of managerial skill possessed by employees of enterprises (X^2=38.79; p =0.00<0.05). This study recommended increased investment of funds in provision of training and human capacity building by organizations, increased investment in the provision of formal education to needy employees, greater emphasis should be placed on creating mentoring programmes and diligent implementation of same.

Keywords: administration, evolution, piloting role, entrepreneurship development, leadership.

Introduction

Of all the functions business leaders perform in their organizations, those of administration and leadership appear to be central and critical. Think of it, these functions pervade the four major areas of concern for the performance of the organization, namely, entrepreneurial orientations, business strategy, organizational structure and business environment. Today organizations face the challenges of adding value cost-effectively. There is, therefore, the need to introduce processes that will contribute directly to the career development and growth of human capital. All the successful companies were at a start-up or entrepreneurial stage at one time. 'What they did at this stage impacted on their ability to sustain their success over a long period and to a much greater degree than competitors in similar situations. The message is: begin as you mean to continue.

Although most businesses fail due to a variety of reasons, a problem that is often cited as a major contributor to failure is *managerial incompetence* and lack of entrepreneurial skills (Bekkerand Staude, 2019, Marx *et al*.,2017). More than 90 percent of entrepreneurial failure is attributed to lack of abilities to perform managerial functions (Glueck, 2014), while Wright (2015) concurs that poor management ranks among the main .reasons for the failure of many businesses. It is, therefore, apparent that small business owner-managers require certain managerial competencies to succeed (Kyambalesa, 2016). This will allow small business owner-managers to better manage their businesses and solve problems, resulting in improved chances for success and the ability to be a better contributor to the economy. Leadership and administration are crucial to the development of any sound productive system like the enterprise. Consequently, for effective management of business organizations, certain essential leadership and administrative skills are required of the entrepreneurs, who are otherwise called the *administrative leaders* of the organizations. They act as pilots of aircraft, hence their piloting role in the organizations. This is because, without such leadership, the basic start-up or corporate firms are bound to go under sooner or later.

Entrepreneurial leadership and administration are both processes that require one or more persons to influence the behaviour .and work effort of others in a particular situation towards goal achievement. They are both crucial since the development and otherwise of systems and organizations depend on them. The leadership process is often the function of the leader, the follower and the situation, Administration is equally a process that involves a lot of activities all geared towards goal achievement (Peretomode, 2017)·Effective leadership is critical to entrepreneurial success but as a concept, leadership is little defined or dealt with in the entrepreneurial literature (Dalglish, 2015). The task of this paper is to discuss the twin concepts of administration and leadership and their effects on entrepreneurship development from start-up to entrepreneurial success stages. Empirical evidences were taken from selected enterprises in Enugu, South-east Nigeria.

Objectives of the Study

The broad goal of this is to discuss the path towards evolving piloting role for administrative leaders from basic administration routines to leadership in boasting entrepreneurship development among selected enterprises in Enugu, Southeast Nigeria. The specific objectives of this study, however, are as follows:

1. To examine the effect the role administrative leaders play in training and human capacity building on the stock of technical skills, knowledge and competencies possessed by employees of enterprises.
2. To find out the effect the role administrative leaders play in providing formal education on the stock of entrepreneurial attitudes, behaviours and orientations possessed by employees of enterprises.
3. To determine the effect the role administrative leaders play in implementing their organizations' mentoring programmers on the stock of managerial skill possessed by employees of enterprises.

Research Questions

1. What is the effect of the role administrative leaders play in training and human capacity building on the stock of technical skills, knowledge and competencies possessed by employees of enterprises.
2. What is the effect of the role administrative leaders play in the provision of formal education on the stock of entrepreneurial attitudes, behaviours and orientations possessed by employees of enterprises.
3. What is the effect of the role administrative leaders play in implementing their organizations' mentoring programmers on the stock of managerial skill possessed by employees of enterprises.

Research Hypotheses

The following hypotheses were tested by this paper:

i: The role administrative leaders play in the provision of training and human capacity building has no significant positive effect on the stock of technical skills, knowledge and competencies possessed by employees of enterprises.

ii: The role administrative leaders play in provision of formal education has no significant positive effect on the stock of entrepreneurial attitudes, behaviours and orientations possessed by employees of enterprises.

iii: The role administrative leaders play in mentoring has no significant positive effect on the stock of managerial skill possessed by employees ofenterprises.

Conceptual Framework

- **Administration**

A related concept that has been advocated for improved performance is an administrative skill by leaders. In the opinion of Okeke (2016), wherever people are organized in such a way as to attain a certain specific goal(s), the elements of administration will come to play. This could be the school, the church, business organization and even the family. The administration is, therefore, geared towards goal attainment and goal accomplishment. Some few definitions will suffice here. Ijeoma (2014) views the administration as a process of directing the utilization of material and human resources to accomplish predetermined goals of an organization. The activities involved in the pursuit of goals to meet a variety of human needs are carried out in organizations (Duke, Okudero, Etim& John, 2020). These organizations are distinguished by their specific goals. One can, therefore, speak of general and specific functions of administration. The general functions are applicable across all organizations. The specific functions derive from the goals and objectives of a particular type of organization. The two reflect the domains of theory and practice respectively. Sergiovanni (2016:81) points

out that administration is generally defined as "the process of working with and through others to efficiently accomplish organizational goals". It is the art and science of getting things efficiently done (Koter, 2013).

Entrepreneurship Development

UNDP (2018) defines entrepreneurship development as referring to the process of enhancing entrepreneurial skills and knowledge through structured training and institutions building programmes. According to UNDP, entrepreneurship development aims to enlarge the base of entrepreneurs to hasten the pace at which new ventures are created. Entrepreneurship development focuses on the individual who wishes to start or expand a business. Furthermore, entrepreneurship development concentrates more on growth potential and innovation. The federal government of Nigeria recognized the role entrepreneurship could play in jumpstarting the growth and development of the economic decided on two things in 2009, one that entrepreneurship education should be made a general studies course for all undergraduates of the tertiary institutions. The second was that a centre for entrepreneurial development be established in each of the tertiary institutions where different skills would be taught. At the end of their programme of study, graduates of the tertiary institutions would be able to set up their own business with a view to contributing to the economy.

Entrepreneurship development as defined by Ibegbulem (2019) anchors on a firm belief that entrepreneurship involves a body of knowledge, skill and attitude which could be learned and applied by most people who are sufficiently motivated. He asserted that entrepreneurship development recognizes that many individuals have latent potential, or invisible talent to fit into the role of entrepreneur. Such potential' such could be actualized through training programmes. Entrepreneurship is a way of life, a pattern of behaviour which enables people to cope with the vicissitudes of business life that is a part of business skills, some personal characteristics are-required for successful entrepreneurship.

Entrepreneurship development is about change and innovative thinking. It constantly seeks improvements in entrepreneurship practice. It can be related to effective cost reduction in business operations, technological Improvement, general welfare, improved relations among stakeholders (consumers, employees, competitors, society, government) positive movement in the direction of the organization. Entrepreneurial development may also be conceived as a programme of activities to enhance the knowledge, skill, behaviours and attitudes of individuals and groups to assume the role of entrepreneurs as well as efforts to remove all forms of barriers in the part of entrepreneurs. Entrepreneurship development is anchored on the firm belief that entrepreneurship involves a body of knowledge, skills and attitudes which can be learned and applied by most people who are sufficiently motivated. This is in contrast to the idea that entrepreneurs; are born and not made. Entrepreneurship development recognizes that many individuals have latent potentials to fit into the role of entrepreneurs. Such potentials can be actualized through training programmes. Potential entrepreneurs or employees can be trained to sharpen their skills to:

- Identify a need that he/she can satisfy with a product or service which may or may not be innovative.
- Analyze trends in the economy which enables him/her to project the prospects of the business and anticipate possible threats to it.

- Develop a viable business plan, focusing on the details of activities required to market the product, source the resources (money, personnel, technology, materials) needed and the programme of action for implementation of the plan.
- Assemble resources
- Launch the *business including registration* of the business and obtaining various permits and,
- Recognize that adversity and crises are a fact of business life and to develop capacity 10 deaf with such events as they occur (Garba, 2017).

The sustainable entrepreneurship approach views human beings as both the means and end of development. Central to the issue of sustainable entrepreneurship development is the concept of *human capacity building* and capabilities, capabilities in the form of what people can do, as well as capabilities that can be formed, learned and applied in the pursuit of a meaningful life. Where there is no balance between the scales of human capacity and capability, considerable human frustration is likely to occur (Cruz, 2007 in Thakrar & Minkle, 2015). Here lies the role of public administrators as state managers to design and implement policies that could strike a balance between the two sides. However, it would appear that the proponents of the capabilities approach failed to take cognizance of the concept of consciousness, because sustainable entrepreneurship development is subject to humanistic traits such as imagination, judgement and will, in terms of social and political action (Thakrar & Minkle, 2015).

Charting a Path to the Piloting Role of the Administrative Leader in Entrepreneurship Development.

The increasing competition in the business environments calls for the need for businesses to mobilize resources and to develop new and effective approaches to maximize the productivity of their human capital. Employees, on the other hand, need to maximize their productive capacities to remain employable in an increasingly dynamic business environment (Ayodeji & Lasisi, 2017). The best or the most competitive organizations are today going beyond the mere rhetoric of "people are our most important asset" (Ayodeji & Lasisi, 2017:18) and are taking practical steps to nurture talents and improve learning, performance and retention (Fatile, Afegbua & Etim, 2020).

Productivity is a function of an employee's level of competence. Competence has been defined as things that a person who works in a given occupational area should be able to do. Competence is the combination of knowledge, skills and attitudes (KSA) an individual requires in enabling him to carry out a defined job or task to the required standard. According to Rao (2018), competency is the ability to perform exceptionally well and increase the stock of targeted resources within the firm, Core competencies are activities that the firm performs especially well when compared to its competitors and through which the firm adds value to its goods and services over a long period.

To enhance their competitive edge and sustainability, niche businesses have today adopted the practice of prioritizing entrepreneurship development by incorporating the latter into their strategic plans or business development plans (Dalglish, 2015). Several authors hold the opinion that at the forefront of the drive to achieve entrepreneurship success companies are the administrative leaders otherwise called the managers or owner-managers (Dalglish, 2015;

Venter, van Eeden & King, 2019, Loyd-Reason et al., 2016; Herri, 2014). According to these authors, these administrative leaders are the engines or the pilots of their organizations and as such are supposed to play the leading role in improving the human capital or capacities of their organisations towards increased performance (Fatile, Sybert&Etim, 2020). Concerning 'people' or human resources, these authors agree with Timmons (2018) that the role of business leadership centre around the following:

- Recruiting and training for organizational fit
- Dealing with cultural change brought about by the growth
- Motivating employees towards greater productivity
- Managing the interactions between the entrepreneur and the growing organization

Each of these could be seen as critical leadership tasks.
As leaders of the organizations, the question is: what roles do administrative leaders play concerning entrepreneurship development? Most authors led by Cammarano (2013), Eggers (2015) and Moore and Buttner (2017) identify the areas in which administrative leaders play a critical role concerning the development of human capacities in their organizations to include (1) Training and human capacity building programmes, (3) Formal Education, (3) Mentoring, (4) In-house Coaching, Teaching, on-going interactions and role modelling, (5) Succession Planning, and (6) Staff Retention Programme. For want of space, let's discuss only three of these briefly.

- **Training and Human Capacity Building Programmes**

As leaders that serve as pilots in their organizations, administrative leaders play a leading role in training and other capacity-building programmes in many ways by first of all identifying the training needs among their respective workforce members and in formulating the associated training programmes that address such identified needs. Secondly, they also playa follow-up role by causing funds and other resources to be committed to implementing the formulated programmes. Where these leaders are not the employers or owners of the businesses, they strive to convince the latter on the need for such investments in training and capacity building for "skills, knowledge and competencies (SKC), attitudes, behaviour and orientations" (Collins, 2018:19). Such training and human capacity building programmes are usually implemented through the use of the following tools: (1) workshops, (2) conferences, and (3)seminars (Dalglish, 2016; Rao, 2018). Workshop, seminar or conference as a training tool usually comes in the form of on-the-job event that lasts fora few days. Apart from this, there are other training workshops, seminars or conferences that go with off-the-job training programmes that may last for few months or up to two years (Venter, van Eeden & King, 2019). In addition to the foregoing roles which administrative leaders play, they also participate directly in such training workshops, seminars, and conferences as resource person trainers.

- **Formal Education**

Administrative leaders also play a leading role in the formal education of the employees of their organizations as part of the latter's entrepreneurship development programmes. They (administrative leaders) do so by first identifying the training needs of their organizations and causing the affected staff to proceed to formal schools, tertiary institutions or institutes for formal education. In addition to granting such staff Leave of Absence (LoA) that usually lasts

for the number of years of the duration of the respective education programmes the beneficiaries are to attend, these leaders not only commit huge funds in financing such formal education programmes but also take time to monitor the progress of the affected staff undergoing such formal educational training.

- **Mentoring**

Another special way which administrative leaders play a critical role as pilots of their organizations is through mentoring or mentorship (Ayodeji & Lasisi, 2017) in which these leaders serve as mentors, while their staff or employees serve as mentees. Broadly speaking, mentoring takes three forms: direct, indirect and collegial mentoring (Martin, 2016).

Research Methodology

The study adopted a descriptive research survey method in which a set of pre-tested questionnaire was used to collect data from four enterprises in Enugu. The enterprises included the Innoson Industrial &Technical Co Ltd., Juhel Pharmaceutical Co Ltd., Zenith Bank Plc Ogui Road Branch and Sunrise Flour Mills Ltd. Enugu. The population of these enterprises as at the time of this research was 4,361. From this population, Cochran's finite population correction statistics was used in determining a sample size of 353 for the study. The said questionnaire that was used by the study consisted of 18 close-ended items (6 on the demography of respondents and 12 on the research constructs of the study) with the latter set on the 5-point Likert- type scale. Results of the reliability test carried out on the said questionnaire showed that it has a Cronbach's Alpha index (CAI) of 0.81, which was considered appropriate for the study. The respondents for the study were selected using purposive sampling technique which used certain pre-determined set of criteria to select those adjudged to possess some good knowledge of the issues involved in administration and leadership, business management, and entrepreneurship.

Descriptive statistics that consisted of tables, frequency counts and percentages was used to analyze the data collected, while the three hypotheses for the study were tested using Pearson's Chi-square Cross Tabulation Statistics, all with the aid of SPSS.

Results

The results of data analysis showed that out of the 353 questionnaire administered 350 (99.2%) were returned well completed, 3 (0.8%) were returned but were rejected because they were badly completed, while none was returned. The results also showed that out of the 350 well-completed questionnaires 220 (63.1%) were males, while 33 (37.1%) were female civil/public servants. It was these 350 responses or data that were used throughout the remaining analyses that follow below.

Test of Hypotheses

Hypothesis No. 1

i: The role which administrative leaders play in the provision of training and human capacity building has no significant positive effect on the stock of technical skills, knowledge and competencies possessed by employees of enterprises.

TABLE 1: CHI-SQUARE COMPUTED FROM FREQUENCY CROSS TABULATION

	F-value	Df	Asymp.
Pearson Chi-Square	33.34	8	.0000
Likehood Ratio	168.203	8	.0000
Linear-by- Linear Association	52.11.0		
N of Valid Cases	350	1	.0000

Source: SPSS (E-views 7), Field Survey, 2019.

Table 1 shows the output of the computed Chi-square values from the Cross Tabulation Statistics of observed and expected frequencies based on the Likert-type scale from the responses of respondents. Pearson Chi-square computed value is $X_c^2 = 33.34$, which is greater than the Chi-square critical value of $X_t^2 = 15.507$ at 8 degree of freedom (df) and 0.05 alpha level: **($X_c^2 = 33.34, p<0.05$) .**

Decision:

Since the Pearson Chi-Square computed is **$X_c^2 = 33.34$,** which is greater than Chi-Square critical value of **$X_t^2 = 15.507$**at **$p < 0.05$,** the null hypothesis is, therefore, rejected, and the alternate hypothesis accepted. The role which administrative leaders play in the provision of training and human capacity building has a significant positive effect on the stock of technical skills, knowledge and competencies possessed by employees of enterprises.

Hypothesis No. 2

ii: The role which administrative leaders play in the provision of formal education has no significant positive effect on the stock of entrepreneurial attitudes, behaviours and orientations possessed by employees of enterprises.

TABLE 2. PEASON'S CHI-SQUARE TEST AS COMPUTED FROM THE FREQUENCY CROSS TABULATION STATISTICS.

	F-value	Df	Asmp. Sig (2-
Pearson chi-square	54.47	8	.000
Likelihood Ratio	158.203	8	.000
Linear-by-linear Association	51.110	1	.000
N of valid cases	350		

Source: SPSS (E-views 7), Field Survey, 2019.

Table 2 shows the output of the computed Chi-square values from the Cross Tabulation Statistics of observed and expected frequencies based on the responses of the target respondents. Pearson's Chi-Square computed value is **$X_c^2 = 54.47$,** which is greater than the Chi-square critical value of **$X_t^2 = 15.507$**at **$p < 0.05$,**at 8 degree of freedom (df) and 0.05 alpha level: **($X_c^2 = 54.47, p<0.05$).**

Decision:

Since the Pearson's Chi-Square computed is **$X_c^2 = 54.47$**, which is greater than the critical Chi-Square value of X_t^2= 15507 at **$p < 0.05$,**the alternate hypothesis is, therefore, rejected and its alternate form accepted. That is to say, the role administrative leaders play in the provision of formal education has a significant positive effect on the stock of entrepreneurial attitudes, behaviours and orientations possessed by employees of enterprises.

Hypothesis No. 3

iii: The role which administrative leaders play in mentoring has no significant positive effect on the stock of managerial skill possessed by employees of enterprises.

TABLE 3: CHI-SQUARE TEST COMPUTED FROM THE FREQUENCY CROSS-TABULATION STATISTICS.

	F-value	Df	Asymp, Si2(2-
Pearson Chi-Square	38.79	8	.0000
Likelihood Ratio	168.203	8	.0000
Linear-by- Linear Association	52.110	1	.0000
N of Valid Cases	350		

Source: SPSS (E-views 7), Field Survey, 2019.

Table 3 depicts the output of the computed Chi-square values from the cross-tabulation statistics of observed and expected frequencies based on the responses of respondents. Pearson Chi-square computed value is $\mathbf{X_c^2 = 38.79,}$ which is greater than the Chi-square tabulated value of $\mathbf{X_c^2 = 15.507}$ at 8 degree of freedom (df) and 0.05 alpha level ($\mathbf{X_c^2 = 38.79, p<0.05}$).

Decision:

Since the Pearson Chi-square is $\mathbf{X_c^2 = 38.79,}$ which is greater than its critical value of $\mathbf{X_t^2 = 15.507}$ at $\mathbf{p < 0.05,}$ then the null hypothesis stands rejected. This means, therefore, that the role administrative leaders play in mentoring has a significant positive effect on the stock of managerial skill possessed by employees of enterprises.

Conclusion

Today organizations face the challenges of adding value cost-effectively. There is, therefore, the need to introduce processes that will contribute directly to the career development and growth of human capital. It is this reason that this paper examined the effects of the piloting roles administrative leaders as pilots of their respective organizations play concerning entrepreneurship development among their employees. These leaders do so through six ways: training and human capacity building programmes, formal education, mentoring, in-house coaching and teaching, succession planning, and staff retention programmes said, the administrative leaders are indeed a great asset to their organization as they are the life-wire to their organizations in line with the popular rhetoric that says "people are the most important asset".

Recommendations

In an increasingly competitive business environment, an organization should strive to always re-jig their respective human resource policies to make then more effective, more result-oriented and more proactive. Firstly, these companies should place greater emphasis on training and human capacity building among their workforce toward greater productivity. Therefore, greater investment of funds into sponsorship of regular training to programmers, particularly train-the-trainer programmers that target the administrative leaders themselves through workshops, seminars and conferences should be emphasized.

Secondly, more efforts and resources should be devoted to the provision of opportunities for formal education to employees, particularly the administrative leaders themselves who have been found to play much greater and leading roles in entrepreneurship development in the organizations.

Thirdly organizations should always encourage the practice of mentoring. Mentoring is a tool that offers immense benefits at minimal cost to the mentor, mentee, and the organisation. Thus, the organisation's human resource policy on mentoring must embrace a holistic approach other than the traditional perspective and should be an integral part of the organisation's life. Regardless of how a mentor and mentee are matched, etiquette and ethics demand that the relationship be conducted professionally with consideration and respect for both individuals. Problems with mentoring may be minimised when both parties have clear expectations of what the professional relationship can do and what it should not do.

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