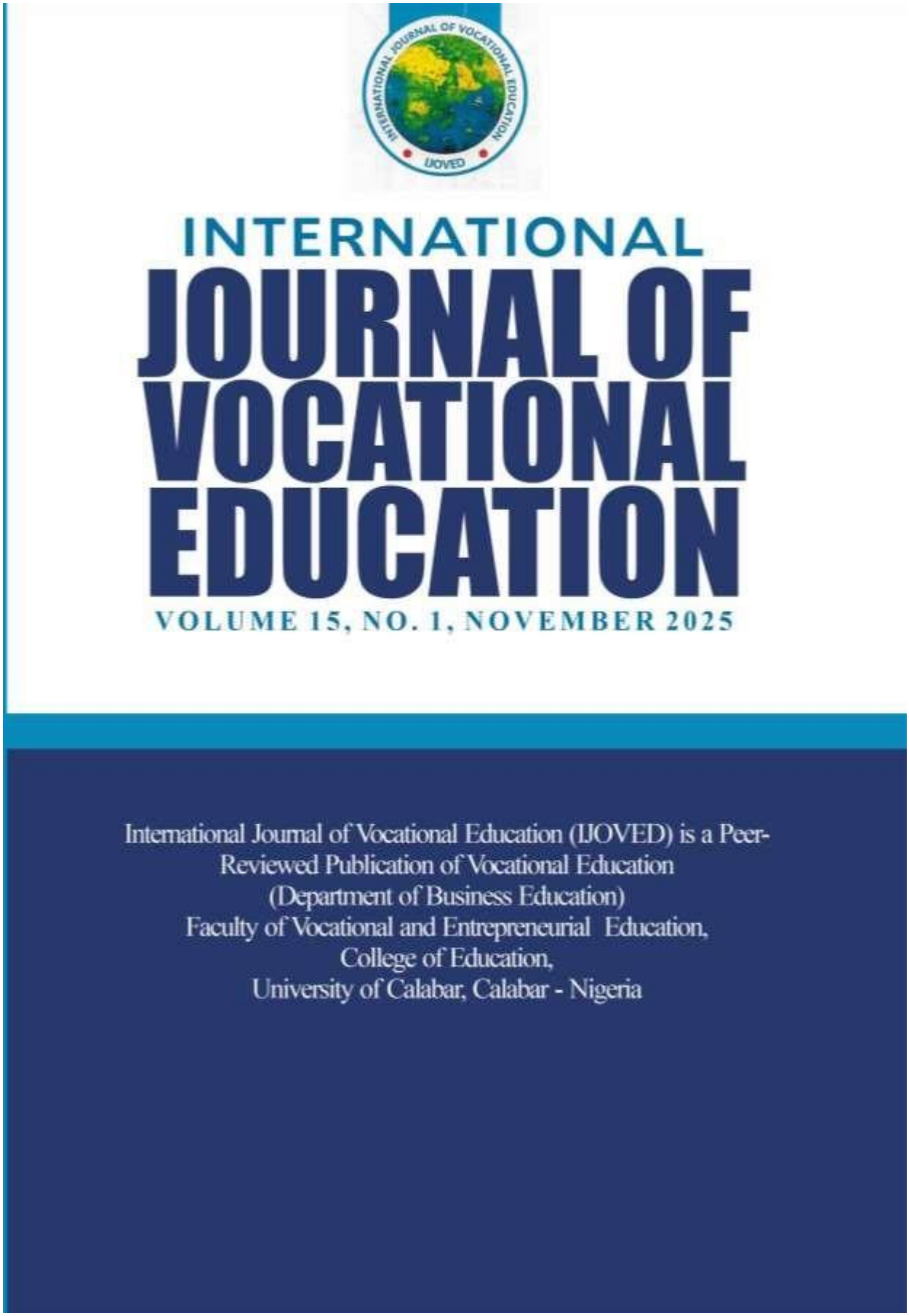

INTERNATIONAL
JOURNAL OF VOCATIONAL EDUCATION
VOLUME 15, NO. 1, NOVEMBER 2025
International Journal of Vocational Education (IJOVED) is a Peer-Reviewed Publication of Vocational Education
(Department of Business Education)
Faculty of Vocational and Entrepreneurial Education,
College of Education,
University of Calabar, Calabar - Nigeria

*Copy right* ©Vocational Education (Department of Business Education), University of Calabar, Calabar – Nigeria, in conjunction with University of Calabar Printing Press

INTERNATIONAL JOURNAL OF VOCATIONAL EDUCATION (IJOVED)
VOLUME 15, NO. 1, NOVEMBER 2025
www.ijorved.com

@ Department of Business Education, University of Calabar, Calabar -Nigeria

ISSN: 1596-3780

**Published by:**
University of Calabar Press Calabar – Nigeria.

Email: mathiassunday440@gmail.com

Website: unicalpress.edu.ng

Telephone: +234 8061587467, +234 8062556950

**All rights reserved.** No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means electronic or mechanical, including photocopying, recording or otherwise without written permission from the copyright owners. The use of short quotations or occasional copying for personal or group study and not commercial purposes is, however, exempted.

*International Journal of Vocational Education (IJOVED) Vol. 1*

**EDITORIAL BOARD**
INTERNATIONAL JOURNAL OF VOCATIONAL EDUCATION (IJOVED)

## Editor-in-Chief

Dr. (Mrs.) E. N. Ajuluchukwu

University of Calabar, Calabar-Nigeria

## Editors

Dr.E.E.Okon

University of Calabar-Nigeria

## International Consulting Editors Prof. Peter Neilson

Publishing Editor Neilson Journals

151 Whitehouse Publishing Edinburgh EH9 Loan Midlothian

Scotland, UK

## Prof. M. A. Khan

Divisional Coordinator of Internationalisation of the

Business Faculty Technologico de Monterey,

Campus Monterey, Mexico

**Prof. Bonaventure Wanjala Kerre**
Professor of Technology Education University of Eldoret, Eldoret–Kenya

## Consulting Editors Professor C. C. Chukwurah

Professor of Marketing and Distributive Education

Department of Business Education

Faculty of Vocational and Entrepreneurial Education

College of Education

University of Calabar, Calabar – Nigeria

## Professor Effiong Asuquo

Department of Business Education

University of Uyo, Uyo – Akwa Ibom State

# Editor's Note

This volume presents a focused and contemporary contribution to business and entrepreneurship education, with strong empirical evidence drawn largely from universities, and related contexts across Nigeria, and beyond. The articles explore emerging themes such as artificial intelligence integration, e-learning, entrepreneurship training, curriculum relevance, pedagogical innovation, and enterprise development within higher education systems. The collection reflects the growing intersection between technology, pedagogy, and entrepreneurial outcomes, while also addressing practical concerns such as poverty reduction, market sustainability, and small business performance. The institutional coverage highlights the University of Calabar, University of Cross River State, and other affiliated academic and professional environments, reinforcing the regional relevance and broader applicability of the findings.

The journal invites scholars, researchers, and practitioners to contribute high-quality manuscripts that advance knowledge in business education, entrepreneurship, digital transformation, and related disciplines. Submissions that offer empirical rigor, theoretical advancement, and practical relevance to developing and global education systems are particularly encouraged

# MANAGEMENT INDICES AND SUCCESS OF SMALL-SCALE ENTERPRISES IN TERTIARY INSTITUTIONS IN CROSS RIVER STATE NIGERIA

**COMFORT O. EWUM**
Department of Vocational and Technical Education
University of Cross River State, Calabar comfortewum@unicroaa.edu.ng

**DR. AGNES L. OKUTE**
Department of Business Education
Faculty of Vocational and Entrepreneurial Education University of Calabar, Calabar, Nigeria

**&**

**JOSHUA ORUMBURGA UTOR**
Department of Vocational and Technology Education
Taraba State University, Jalingo

**Abstract**

*This study examined the relationship between management indices and the success of smallscale enterprises operating within tertiary institutions in Cross River State, Nigeria. The survey research design was adopted. A sample of 264 small business owners, representing 10% of the population of 2,640, was selected using proportionate sampling technique. A researcherdesigned instrument titled Management Indices and Success of Small-Scale Business Questionnaire (MICCCBQ) was used for data collection and was validated by experts. The Cronbach Alpha reliability method was used to ascertain the internal consistency of the instrument, yielding coefficients ranging from .80 to .90. Data were analysed using Pearson Product Moment Correlation at the .05 level of significance. The results revealed significant relationships between finance availability and business environment, and the success of smallscale enterprises in tertiary institutions in Cross River State. The study concluded that management indices are critical drivers of enterprise sustainability within academic environments. It was recommended that government and institutional authorities should enhance access to funding and create supportive business environments for small-scale enterprise growth.*

**Keywords**: Finance availability, business environment, success of small-scale enterprises,

tertiary institutions

## Introduction

Entrepreneurship has gained significant attention as a driver of economic growth, employment generation, and innovation. This has led to the proliferation of small-scale enterprises within tertiary institutions, providing opportunities for students and staff to engage in income-generating activities. Oladele and Olayiwola (2018) noted that small-scale enterprises play a pivotal role in economic development through employment generation, poverty reduction, and innovation. In Nigeria, such enterprises contribute significantly to productivity and youth empowerment (SMEDAN, 2021; Orokpo *et al*., 2024). Within tertiary institutions, they serve as platforms for entrepreneurship education, innovation, and vocational skill development. These enterprises include catering services, technology-based services, fashion design, and media-related ventures. They provide experiential learning opportunities and contribute to institutional economies.

However, their success and sustainability depend largely on management practices, particularly at the early stages. Nascent management indices refer to early-stage managerial behaviours and capabilities such as planning, financial management, innovation, marketing, and human resource practices (Adegbie & Fakile, 2012).

The entrepreneurial ecosystem in tertiary institutions is unique, as ventures are often constrained by limited capital, time pressures, and inadequate managerial training. Zhang et al. (2014) observed the absence of a universally accepted definition of small-scale enterprises. Wheelen and Hunger (2017) emphasized that such enterprises are critical mechanisms for economic and social development, providing opportunities for skill development and innovation. Definitions vary across countries, but generally refer to enterprises with relatively small workforce sizes and limited capital base (Monibo, 2023; Sunday & Neji, 2023). Small-scale enterprises in tertiary institutions offer practical exposure that enhances students' employability and bridges the gap between theory and practice (Takwi *et al*., 2020; Oladele & Olayiwola, 2018). They also contribute to job creation and revenue generation. Despite these contributions, many of these enterprises fail within a few years of establishment. Evidence suggests that a significant proportion of small businesses do not survive beyond five years (SMEDAN, 2021; Akpan & Etuk, 2019;

Sunday & Etuk, 2024). This high failure rate limits economic growth and entrepreneurial development.

The success or failure of these enterprises is influenced by a combination of internal and external factors, including managerial competence and environmental conditions. Otieno and Weda (2023) identified accounting, financial, and behavioural factors as key determinants of business failure. Mathew and Kushwaha (2024) further emphasized the interaction between entrepreneur characteristics, firm environment, and economic context. The business environment plays a crucial role in enterprise success. It includes both internal and external factors that influence operations and sustainability (Demlar & Wiklund, 2008; Beck & Demirguc-Kurt, 2006). Business success is generally viewed as the achievement of organizational goals and desired outcomes (Nhwangwama *et al*., 2013; Foley & Green, 1989; Marom & Lussier, 2014). Management indices such as financial resources, strategy, and environmental adaptability significantly influence enterprise performance. Studies have shown that technology adoption and effective management practices enhance business growth (Radazi *et al*., 2017; Margaretha & Supartika, 2016; Orokpo & Sunday, 2023). However, most existing studies focus on urban enterprises, with limited attention to those operating within tertiary institutions.

In Cross River State, institutions such as the University of Calabar, University of Cross River State, Federal College of Education Obudu, and College of Education Akamkpa provide opportunities for entrepreneurship. However, the success of enterprises within these institutions depends on effective management practices (Adebayo & Adeola, 2020; Akpan & Etuk, 2019). Despite existing studies, there is limited empirical evidence linking specific management indices to enterprise success within tertiary institutions in Cross River State. This study therefore addresses this gap by examining the relationship between management indices and the success of smallscale enterprises in this context.

**Statement of the problem** Despite the increasing number of small-scale enterprises within tertiary institutions, many fail to achieve sustainability and growth. Although these enterprises provide opportunities for skill development and income generation, their performance is often constrained by inadequate management practices, limited resources, and unfavourable business environments. Existing studies have not sufficiently examined how specific management indices influence enterprise success within tertiary institutions in Cross River State. This

creates a gap in empirical knowledge and limits the development of effective strategies for improving enterprise performance. This study was therefore designed to examine the relationship between management indices and the success of smallscale enterprises in tertiary institutions in Cross River State.

## Methods

The study adopted a survey research design. The population comprised 2,640 small-scale business owners across four tertiary institutions in Cross River State. A sample of

264 respondents was selected using proportionate sampling technique. Data were collected using a researcher-designed questionnaire structured into sections covering demographic characteristics, management indices, and business success. The instrument was validated by experts, and reliability coefficients ranged from .80 to .90 using Cronbach Alpha. Data were analysed using Pearson Product Moment Correlation at the .05 level of significance.

## Results Research question one

What is the relationship between finance availability and the success of small-scale enterprises in tertiary institutions in Cross River State, Nigeria?

This research question was answered using descriptive statistics to summarize the data on finance availability and enterprise success, followed by Pearson Product Moment Correlation analysis to test the strength and significance of the relationship.

Table 1: Descriptive Statistics for Finance Availability and Success of Small-Scale Enterprises (N = 264)

| Variable | N | Mean | SD | Min | Max |
|---|---|---|---|---|---|
| Finance availability | 264 | 11.95 | 4.32 | 2 | 20 |
| Success of small-scale enterprises | 264 | 12.97 | 4.71 | 3 | 21 |

Note. SD = standard deviation. N = 264.

Respondents reported an average finance availability score of 11.95 (SD = 4.32) and an average success score of 12.97 (SD = 4.71). This suggests moderate access to finance among the small-scale enterprises and a corresponding moderate level of business success. Pearson correlation analysis revealed a very strong positive relationship between finance availability and enterprise success ($r = 0.93$, $p < .001$). This indicates that higher access to finance is strongly associated with
higher levels of small-scale enterprise success in tertiary institutions.

**Research question 2**

What is the relationship between business environment and the success of small-scale enterprises in tertiary institutions in Cross River State, Nigeria?

This research question was answered using descriptive statistics to summarize the responses on business environment and enterprise success, followed by Pearson Product Moment Correlation analysis.

Table 2: Descriptive Statistics for Business Environment and Success of Small-Scale Enterprises (N = 264)

| Variable | N | Mean | SD | Min | Max |
|---|---|---|---|---|---|
| Business environment | 264 | 12.23 | 4.50 | 3 | 21 |
| Success of small-scale enterprises | 264 | 12.97 | 4.71 | 3 | 21 |

Note. SD = standard deviation. N = 264.

Respondents rated the business environment with an average score of 12.23 (SD = 4.50), while enterprise success averaged 12.97 (SD = 4.71). This indicates a generally moderate perception of the business environment among small-scale enterprises and a moderate level of success. Pearson correlation analysis revealed a very strong positive relationship between business environment and enterprise success ($r = 0.99$, $p < .001$). This suggests that a supportive business environment substantially enhances the performance, sustainability, and growth of small-scale enterprises in tertiary institutions.

## Null hypothesis 1

There is no significant relationship between finance availability and the success of smallscale enterprises in tertiary institutions in Cross River State, Nigeria.

This hypothesis was tested using Pearson Product Moment Correlation at the 0.05 level of significance.

Table 3: Test of Significance Between Finance Availability and Success of Small-Scale Enterprises (N = 264)

| VARIABLES | ∑X<br>∑Y | ∑X²<br>∑Y₂ | ∑XY | rcal |
|---|---|---|---|---|
| Financial management | 3155 | 49730 | | |
| 53295 | 0.93 | | | |
| Success of<br>Small scale enterprises | 3426 | 59210 | | |

*P> .05 level, $r_{crit}$.113 crit, df = 262.

Note. Calculated r exceeds critical r at α = .05, indicating a statistically significant relationship.

The result in Table 3 shows that the calculated r-value (0.93) is greater than the critical value (0.113) at the 0.05 level of significance with 262 degrees of freedom. Therefore, the null hypothesis is rejected. This indicates that there is a statistically significant relationship between finance availability and the success of small-scale enterprises.

**Null hypothesis 2**

There is no significant relationship between business environment and the success of small-scale enterprises in tertiary institutions in Cross River State, Nigeria.

This hypothesis was tested using Pearson Product Moment Correlation at the 0.05 level of significance.

Table 4: Test of Significance between Business Environment and Success of Small-Scale Enterprises (N = 264)

| VARIABLES | ∑X<br>∑Y | ∑X₂<br>∑Y₂ | ∑XY | rcal |
|---|---|---|---|---|
| Business environment | 3231 | 50,721 | | |
| | | | 54,622 | 0.99 |
| Success of<br>Small scale enterprises | 3426 | 59210 | | |

*P> .05 level, $r_{crit}$.113 crit, df = 262

Note. Calculated r exceeds critical r at α = .05, indicating a statistically significant relationship.

The result in Table 4 indicates that the calculated r-value (0.99) exceeds the critical value (0.113) at the 0.05 level of significance with 262 degrees of freedom. Hence, the null hypothesis is rejected. This implies that there is a statistically significant relationship between business environment and the success of small-scale enterprises in tertiary institutions in Cross River State, Nigeria.

## Discussion of findings

The findings revealed that finance availability significantly relates to enterprise success. This underscores the importance of financial resources in ensuring sustainability and growth. The finding aligns with Adegbie and Fakile (2012) and Eniola and Entebang (2017), who emphasized the role of financial management in business performance. The study also found that business environment significantly influences enterprise success. This supports the assertion that favourable economic and institutional conditions enhance business performance (Lambing & Kuehl, 2017; Ogunlela & Mukhtar, 2009).

## Conclusion

The study concluded that management indices, particularly finance availability and business environment, significantly influence the success of small-scale enterprises in tertiary institutions. Strengthening these factors will enhance enterprise sustainability and economic development.

## Recommendations

Tertiary institutions should strengthen entrepreneurship education through practical management training focusing on financial management and environmental adaptability. Institutional and government support should be enhanced to improve access to funding and create favourable business environments for small-scale enterprises.



**REFERENCES**

Adebayo, A. O., & Adeola, A. A. (2020).Management challenges and performance of small and medium scale enterprises in Nigeria. *Journal of Business and Management Studies, 12*(2), 45–58.

Adegbie, F. F., & Fakile, A. S. (2012).Economic and financial determinants of small and medium scale enterprise performance in Nigeria. *International Journal of Economics and Finance, 4*(9), 200–213.

Akpan, E. I., & Etuk, S. G.

(2019).Entrepreneurial competencies and performance of small-scale enterprises in South-South Nigeria.

*International Journal of Entrepreneurship Studies, 8*(1), 88– 102.

Aremu, M. A., & Adeyemi, S. L. (2011).Small and medium scale enterprises as a survival strategy for employment generation in Nigeria.
*Journal of Sustainable Development, 4*(1), 200–206.

Beck, T., & Demirguc-Kunt, V. (2006).The influence of financial and legal institutions and firm size. *Journal of Banking & Finance, 30*, 2995–3015.

Delmar, F., & Wiklund, J. (2008). The effect of small business managers' growth motivation on firm growth:

A longitudinal study. *Entrepreneurship Theory and Practice, 32*(3), 437–457.

Eniola, A. A., & Entebang, H. (2017). Financial literacy and SME firm performance. *International Journal of Research Studies in Management, 6*(1), 31–43.

Foley, P., & Green, H. (2019). *Small business success*.Chapman. Critical success factors of successful Indian entrepreneurs in the Tshwane metropolitan area. *Doctoral thesis*, University of Pretoria).

Islam, M. A., Khan, M. A., Obaidullah, A. Z. M., & Alam, M. (2011).Effect of entrepreneur and firm characteristics on the business success of small and medium enterprises (SMEs) in Bangladesh. *International Journal of Business and Management, 6*(3), 289–304. https://doi.org/10.5539/ijbm.v6n3p2

89

Koufetros, X., Verrghese, A., & Lucianetti, L. (2014). The effect of performance measurement systems on firm performance: A cross-sectional and longitudinal study. *Journal of Operations Management, 32*, 313– 336.

Lambing, P., & Kuehl, R. (2017).*Entrepreneurship* (4th ed.). Prentice Hall.

Margaretha, F., & Supartika, N. (2016). Factors affecting profitability of small medium enterprises (SMEs) firms listed in Indonesia Stock Exchange. *Journal of Economics, Business and Management, 4*(2), 22– 34.

Marom, S., & Lussier, R. (2014).A business success versus failure prediction model for small businesses. *Business and Economic Research, 4*(2), 63–81.

Mathew, D. P. V., & Kushwaha, S. (2024). Pivotal factors driving entrepreneurial success: A study based in Kerala's MSME landscape. *International Journal of Engineering Research and Applications.*https://doi.org/10.9790/9622-14100110

Monibo, A. (2023). When founding entrepreneurs leave: The problem of succession in small firms in Nigeria, 1971–1980. *Journal of Modern African Studies, 41*(3), 371–393.

Naong, M., & Makhoali, K. J. (2024). Influence of selected demographic variables on SME survival. *International Journal of Research in Business and Social Science.*https://doi.org/10.20525/ijrb s.v13i6.3559

Ngwangwama, M., Ungerer, M., & Morrison, J. (2013). An exploratory study of key success factors for business success of companies in the Namibian tertiary industry. *International Journal of Innovation in Business, 2*(6), 604–629.

Ogunlela, G. O., & Mukhtar, F. (2009). Gender issues in entrepreneurship development among SMEs in Nigeria. *African Journal of Business Management, 3*(6), 232–241.

Oladele, P. O., & Olayiwola, A. O. (2018).Marketing orientation and business performance of SMEs in Nigeria.*Journal of Management and Strategy, 9*(1), 75–90.

Orokpo, M. O., Sunday, U. B., & Neji, G. N. (2024). Institutional variables and school security effectiveness for sustainable peace in Calabar Education Zone, Cross River State: Implication for educational measurement and evaluation. *Knowledge Review, 40*(1), 206–220.

Orokpo, M. O., & Sunday, U. B. (2023). Prevalence of health challenges among the aged in southern Cross River State, Nigeria: Implications for educational research in counselling services. *Prestige Journal of Education, 6*(2), 198– 209.

Otieno, A. O., & Weda, C. (2023). Influence of demographic factors on the financial performance of small and medium-sized enterprises in Kajiado County, Kenya. https://doi.org/10.61426/business.v4i 1.84

Radzi, K., Nor, M., & Ali, S. (2017). The impact of internal factors on small business success: A case of small enterprises under the FELDA scheme. *Asian Academy of Management Journal, 22*(1), 27–55.

SMEDAN.(2021). *National survey of micro, small and medium enterprises (MSMEs) in Nigeria*. Abuja: Small and Medium Enterprises Development Agency of Nigeria.

Sunday, U. B., & Etuk, I. S. (2024). Statistical analysis of marital adjustment: An evaluation of sustainable peace among upper basic education (UBE) teachers in Akwa Ibom State, Nigeria. *Journal of Qualitative Education, 16*(1), 175– 196.

Sunday, U. B., & Neji, G. N.

(2023).Incidence of cyberbullying behaviour among students of tertiary institutions in Akwa Ibom State, Nigeria.*Prestige Journal of*

*Education, 6*(2), 151–167.

Takwi, F. M., Bate, B. E., Akosso, V. N., & Sharon, B. (2020). Entrepreneurship

and small business management: Critical success factors of entrepreneurs and small business managers. https://doi.org/10.6007/ijarbss/v10i10/7650

Wheelen, T. L., & Hunger, J. D. (2017).*Strategic management and business policy: Globalization, innovation and sustainability* (15th ed.). Pearson Education.

Zhang, S., Van Doorn, J., & Leeflang, P. (2014). Does the importance of value, brand, and relation equity for customer loyalty differ between Eastern and Western cultures? *International Business Review, 23*(1), 284–292.