

Management Skills Needed for Entrepreneurial Creativity: The case of Office Technology Students Akwa Ibom State Polytechnic, Ikot Osurua

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Abstract

This study determined the influence of managerial skills needed for entrepreneurial creativity in Office technology and management. In order to carry out this study, three specific objectives, three research questions and three null hypotheses were formulated to guide the study. A survey research design was adopted for the study. The population of the study comprised 309 HND II students' of 2017/2018 academic secession, from Departments of Office Technology, Business Management and Accountancy, school of Business and Management, Akwa Ibom State Polytechnic, Ikot Osurua. Stratified random sampling technique was used in selecting a sample of 300 students'. A questionnaire with 21 structured items designed by the researcher was used for data collection for this study. The questionnaire was face validated by three experts in the research methodology from School of Business and Management, Akwa Ibom State Polytechnic. Means statistics was used in answering the research questions. The t-test statistics was used in testing the null hypotheses at .05 levels of significance. The findings of the study revealed that there is no significant difference between the mean responses of male and female students' on the extent to which financial management skills, business resource planning skills and communication skills need, influence entrepreneurial creativity among office technology students in Akwa Ibom State polytechnic. Based on the findings, it was concluded that managerial skills are vital for entrepreneurial creativity development of students for creating their own business and promoting their entrepreneurial competence, solving problem. It is recommended among others that creativity and entrepreneurship should be taught at an early stage and at all field of study in higher institutions and government at all levels should set up entrepreneurial funds and incubating entrepreneurship of polytechnic students.

Keywords: Managerial Skill, Entrepreneurship, Creativity, Office Technology Students

Introduction

The importance of entrepreneurial activities in a developing country like Nigeria cannot be overemphasized. Its potentials include the creation of positive multiplier effects on the whole economy through employment generation, capacity building, improved standard of living and economic growth. Sethi (2008) entrepreneurship is a process of establishing a business organization, which provides goods and services, creates jobs, and contributes to the national income and the overall economic development. According to Lin (2004), entrepreneurial education is frequently considered as an effective strategy towards more innovation. Therefore, priority should be given to the study of the factors that spur entrepreneurial intentions among office technology students in Nigeria with a view to

promoting better policies and programmes aimed at redirecting our emphasis on entrepreneurship as a tool for development and smart economic growth. According to the National Policy, Polytechnic education should make optimum contribution to national development by making entrepreneurial skills acquisition a requirement of all Nigeria polytechnic Institutions. Despite these, education students still find it difficult to go into entrepreneurship business. According to Joshua and Kembo (2013), specializing in a certain field of study at tertiary level of institution is believed to have a direct effect to the specific students under consideration. In this research however, entrepreneurial creativity implies seeking out new ideas, new things or new ways of using or doing things with a view to making the business of living easier. According to Kimbro (2003), creativity is all about imagination which he defines as the personal search for truth and ideas, an attribute which he notes separate man from everything else in nature.

A successful entrepreneur has management skills to accurately research his market and develop a comprehensive, multi-year business plan. These skills include business planning, human and non-human resources management, financing operations and marketing, and running or overseeing the day-to-day business functions (Emeke, 2013). This type of business management includes the ability to manage economic forecasting. Even if an entrepreneur hires a professional manager for advice, he is ultimately responsible for the overall management of his enterprise. This takes on greater significance when a company is growing rapidly or bringing on investors (Kruka, 2014). A successful entrepreneur needs financial management skills to review books and financial statements to ensure that he is always aware of his business's finances.

Business resource planning plays an important function in entrepreneurial creativity especially in the area of material need. Biswateet (2010) stated that given the unstable nature of raw material market, and the unpredictability of supplier's lead time, adequate and extra-planning efforts are needed to ensure availability of materials as at when needed. According to Okoli (2012), who opined that material will help an organization to avoid the danger of understocking or overstocking, reduce the risk of deterioration, obsolescence and evaporation.

Communication is a very important skill for business leaders. Besides all the other skills like marketing, sales, accounting and operations, it is also important to focus on this vital skill. Investing in good training programs, seminars, or a master coach can be very rewarding on the long term (Michael, 2015). Every product or service is a solution to a problem. Listening helps you understand your customer's problem and identify solutions to solve those problems. Most people are too busy talking to understand their customer's needs. Communication is inevitable to every business organizations as communication is the main tool by which productive relationships are established and maintained (Wayne, 1994)

Entrepreneurship goes hand-in-hand with innovation — the ability to produce new ideas; provide better solutions; and pioneer new products. The most successful entrepreneurs are not simply the hardest working, they are the most innovative. Cohen (2010) viewed that an economy's long-term growth depends on its ability to explore innovations. According to Johansson (2009), creating these innovations is typically seen as the role of the entrepreneur, which is the primus vehicle of economic growth. However, entrepreneurs do not operate alone or in a vacuum; they depend on a broader entrepreneurial ecosystem: a skill structure consisting of an array of actors with complementary skills and resources to realize their ideas.

Statement of the Problem

It is a known fact that students used to get many job offers even before their graduation from higher institutions in the 1960s and 1970s. In recent years, paid employments are not easy to come by these days in the Nigerian economy. Possession of Higher National Diploma (HND) from the Polytechnic is not even a guarantee for getting employment let alone Ordinary National Diploma (OND). Owing to this fact, much emphasis is being placed on entrepreneurial skill acquisition for job creation among polytechnic students. They are expected to start their own businesses after graduation without having to wait for white collar jobs.

However, observation shows that many graduates are still nursing the ambition of working with government ministries, parastatals and multi-national companies. It is worrisome that the long-wait of many graduates has yet to come to an end. This unfortunate development has increased the rate of unemployment and its attendant consequences in the society. Looking at the trend of economic recession, frequent change in economic conditions and instability that characterized government policies, it appears that many graduates are apprehensive of starting up their own businesses for the fear of failure. Could it be that these graduates need entrepreneurial management skills for them to be able to start their own businesses? It is in the light of this pertinent and unanswered question that the researcher decided to determine managerial skills of students for creativity in office technology, Akwa Ibom State Polytechnic.

Purpose of the Study

The main purpose is to determine the managerial skills needed for entrepreneurial creativity by office technology students in Akwa Ibom State Polytechnic.

Specifically, the study sought to:

1. Determine the influence of financial management skills on entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic.
2. Determine the influence of business resource planning skills on entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic.
3. Determine the influence of communication skills on entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic.

Research questions

1. What are the financial management skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic?
2. What are the business resource planning skills needed influence entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic?
3. What are the communication skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic?

Null Hypotheses

The following null hypotheses were formulated and tested at 0.05 levels of significance:

H₀₁: There is no significant difference in the mean responses of male and female students of office technology on the influence of financial management skills needed for entrepreneurial creativity.

Ho₂ There is no significant difference in the mean responses of male and female students of office technology on the influence of business resource planning skills needed for entrepreneurial creativity.

Ho₃ There is no significant difference in the mean responses of male and female students of office technology on the influence on communication skills needed for entrepreneurial creativity.

Methodology

The survey design was adopted for this study. The study was carried in Akwa Ibom State Polytechnic, Ikot Osurua. The population comprises the entire 309 Higher National Diploma (HND) II students of 2017 /2018 session in the Departments of Office Technology, Business Management and Accountancy from the School of Business and Management. A sample size of 300 was drawn from the population using stratified random sampling technique. In this method, the population was divided into two strata - male and female. From each stratum, proportionate sample was drawn. This method ensured fair representation across all the departments in the School of Business and Management. Data for the study were collected using structured questionnaire with 21 items on Four-Point Rating Scale of Very Great Extent (VGE) =4-points; Great Extent (GE) = 3-points; Low Extent (LE) =2-points and Very Low Extent (VLE) = 1-point. The instrument was designed according to the independent and dependent variables in the study. The questionnaire was divided into two sections (A and B). Section A contains the personal data of the respondents while section B contains the statements on managerial skills needed for entrepreneurial creativity. The instrument was validated by three experts in research methodology from School of Business and Management, Akwa Ibom State Polytechnic. The experts were requested to examine the questionnaire items based on their clarity, appropriateness of language and ability to elicit accurate information in relation to the objectives of the study, research questions and hypotheses. Through comments, necessary corrections, modification and amendments were made and thereafter, the instrument was deemed to be valid enough to measure what it is expected to measure. Mean and Standard Deviation were used to answer the research questions and independent t-test statistics was used to test the null hypotheses at .05 levels of significance. In testing the null hypotheses the calculated t-value was compared with Table value. If the calculated t-value was greater than or equal to the Table value, the null hypothesis (H₀) was rejected in favour of the alternative hypotheses. On the other hand, when the calculated t-value was less than the Table value, the null hypotheses were retained. The extent to which a particular skills need was determined is as follows:

Response Options	Values	Real Limits
Very Great Extent (VGE)	4	3.50-4.00
Great Extent (GE)	3	2.50-3.49
Low Extent (LE)	2	1.50-2.49
Very Low Extent (VLE)	1	0.5-1.59

In testing the hypotheses, the calculated t-value was compared with the Table value. When the calculated t-value was greater or equal to the Table value, the null hypotheses (Ho) were rejected in favour of the alternate hypotheses. On the other hand, when the calculated t-value was less than the Table value, the hull hypotheses were retained.

Results

Research Questions

Research Question 1: What are the financial management skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic?

Table 1: Mean responses of respondents on the financial management skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic.

S/N	Items	\bar{X}	SD	<i>n = 300</i> REMARKS
1	Skill in estimating revenue.	3.17	0.61	GE
2	Skill in determining financial strength and weaknesses.	2.99	0.99	GE
3	Skill in determining the liquidity	3.45	0.77	GE
4	Skill in determining the profitability	3.43	0.59	GE
5	Skill in determining business expenditure	3.50	0.74	GE
6	Skill in determining personnel cost estimate	3.73	0.64	GE
7	Skill in advance determination of material cost	2.89	0.96	GE
Cluster Mean		3.30	0.70	GE

The result presented on Table1 shows that financial management skills needed by office technology student for entrepreneurial creativity have a Cluster Mean of 3.30 which indicates that financial management skills are highly needed by students for entrepreneurial creativity. The item on skill in determining personnel cost has the highest mean ($X=3.73$). The table also shows that the standard deviation of the items fall within the range of 0.61 and 0.99. This indicates that the respondents were convergent in their responses.

Research Question 2: What are the business resources planning skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic?

Table 2: Mean responses of respondents on business resources planning skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic

S/N	Items	\bar{X}	SD	<i>n = 300</i> Remarks
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1.	Skill in determining the right quality of material to acquired	3.50	0.58	VGE
2.	Skill in determining when orders for material to be placed	3.14	0.85	GE
3.	Skill in identifying the right quantity of materials to be purchased	3.30	0.70	GE
4.	Skill in ascertaining materials to be used	3.26	0.82	GE
5.	Skill in setting maximum materials level	3.34	0.75	GE
6.	Skill in setting minimum materials level	3.29	0.85	GE
7.	Skill in determining accelerating material level	3.24	0.69	GE
Cluster Mean		3.29		GE

The result presented in table 2 shows that business resources planning skills need has the Cluster Mean of 3.29. This means that business resource skills need is highly needed by Polytechnic students for entrepreneurial creativity and employment opportunities. The item on determination of the right quality of material has the highest Mean of (X=3.50). The remaining items have their mean ranging from 3.14 to 3.34. The Table also shows that Standard Deviation of the items fall within the range of 0.58 and 0.85. This indicates that the respondents were not deviating in their responses.

Research Question 3: What are the communication skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic?

Table 3: Mean responses of respondents on the communication skills needed for entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic.

S/N	Items	\bar{X}	SD	REMARKS
15.	Listening skill need	3.40	0.68	GE
16.	Information documentation skills need	3.49	0.60	GE
17.	Effective presentation skills need	3.20	0.71	GE
18.	Information sourcing skills need	3.11	0.83	GE
19.	Effective decoding and encoding skills need	3.35	0.76	GE
20.	Information sorting skills need	3.41	0.67	GE
21.	Arranging information skills need	3.48	0.69	GE
Grand Mean		3.35		GE

The result presented on Table 3 shows that the communication skills need has a Cluster Mean of 3.35. This indicates that communication skills need is highly needed by Polytechnic students for entrepreneurial creativity and employment opportunities. Notably, the item on Information documentation skills need has the highest Mean of (X=3.49). The remaining items have their mean scores ranging from 3.11-3.48. The Table also shows that the Standard Deviation of the items fall within the range of 0.60 - 0.83. This indicates that the respondents were not deviating in their responses.

Testing of Null Hypotheses

The following hypotheses were tested in the study:

Null Hypothesis 1: There is no significant difference in the mean responses of male and female students of office technology on the influence of financial management skills needed for entrepreneurial creativity

Table 4: t-test analysis on the responses of male and female students of office technology on financial management skills need for entrepreneurial creativity opportunities

Gender	N	\bar{X}	SD	Df	t-cal	t-critical	Decision
Male	110	23.24	1.90	298	1.09	1.96	Retain H_0
Female	190	22.96	2.20				

The result in Table 4 shows that the calculated t-test of 1.09 is less than the critical value of 1.96 at .05 level of significance with the degree of freedom of 298. With the result, the null hypothesis which states that there is no significant difference in the mean responses of male and female students of office technology on financial management skills needed for entrepreneurial creativity in Akwa Ibom State Polytechnic, Ikot Ekpene is retained.

Null Hypotheses 2: There is no significant difference in the mean responses of male and female students of office technology on the influence of business resource planning skills needed for entrepreneurial creativity in Akwa Ibom State Polytechnic.

Table 5: t-test analysis on responses of male and female students of office technology on business resource planning skills needed for entrepreneurial creativity in Akwa Ibom State Polytechnic, Ikot Ekpene

Gender	N	\bar{X}	SD	Df	t-cal	t-critical	Decision
Male	110	23.05	1.62	298	0.22	1.96	Retain H_0
Female	190	23.01	1.54				

The result in Table 5 shows that the calculated t-test of 0.22 is less than the critical value of 1.96 at .05 levels of significance with the degree of freedom of 298. With this result, the null hypothesis which states that there is no significant difference in the mean responses of male and female polytechnic students of office technology on business resource planning skills needed for entrepreneurial creativity in Akwa Ibom State Polytechnic, Ikot Ekpene is retained.

Null Hypothesis 3:

There is no significant difference in the mean responses of male and female students of office technology on the influence of communication skills needed for entrepreneurial creativity.

Table 6: t-test analysis on responses of male and female of office technology students on communication skills needed for entrepreneurial creativity in Akwa Ibom State Polytechnic, Ikot Ekpene

Gender	N	\bar{X}	SD	Df	t-cal	t-critical	Remark
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Male	110	23.56	1.70			
				0.99	1.96	Retain H ₀
				298		
Female	190	23.34	1.97			

The result in Table 6 shows that the calculated t-test of 0.99 is less than the critical value of 1.96 at .05 levels of significance with the degree of freedom of 298. With this result, the null hypothesis which states that there is no significant difference in the mean responses of male and female students of office technology on communication skills needed for entrepreneurial creativity in Akwa Ibom State Polytechnic is retained.

Discussion of Findings

Findings from research hypothesis 1 show that financial management skills are highly needed by students of office technology for entrepreneurial creativity. These skills include determination the liquidity of business, the profitability, business expenditure and others are relevant for entrepreneurial creativity. This finding is in line with the views of Kruka (2014), who said that a successful entrepreneur needs financial management skills to review books and financial statements to ensure that he is always aware of his business's finances. From this finding, the researcher wishes to assert that financial management skills need of polytechnic students is one of the determinants of entrepreneurial creativity development and success of a business. Findings from research hypothesis 2 show that business resource planning skills has great influence on entrepreneurial creativity among office technology students in Akwa Ibom State Polytechnic. This skill includes determination of the right quality of material to acquire, orders for material to be placed, the right quantity of materials to be purchased, ascertaining materials to be used, setting maximum materials level and others. This finding agrees with the findings of Okoli (2012), who opined that material will help an organization to avoid the danger of understocking or overstocking, reduce the risk of deterioration, obsolescence and evaporation.

It was also found out that communication skills have great influence on entrepreneurial creativity among office technology students. This finding is in line with Wayne, (1994) who observed that communication is inevitable to every business organizations as communication is the main tool by which productive relationships are established and maintained. Obstacles such as poor listening, decoding, encoding and poor documentation of information are the main obstacles in effective business communication prohibiting polytechnic students from starting businesses. From this finding, the researcher wish to assert that communication skill plays a major role in shaping entrepreneurial creativity of polytechnic students.

Conclusion

Managerial skills according to the study are highly needed by polytechnic students for employment generation. This skill can spur students to start their own businesses. Managerial skills when adequately acquired could ally fears of failure when students eventually start their own businesses while in school. It is therefore required that these skills be in them adequately for Entrepreneurial utilization and wealth creation.

Recommendations

Based on the findings of the study, the following recommendations are made;

1. Creativity and entrepreneurship should be taught by teachers at an early stage and at all field of study in higher institutions.
2. Government at all level should set up entrepreneurial funds and incubating entrepreneurship of Polytechnic students.
3. Financial Accounting Skills should be properly taught by accounting teachers from first to last level in School of Business and Management.
4. Policy should be formulated by education policy makers to ensure that entrepreneurial education is made a general education across all levels in all classes in Nigeria by education regulatory body.
5. Business communication skill should be made as a unit by education policy makers course in the department of Business Education in university and colleges.

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