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Validating the Strategic, Communicative, Personal and Motivational Traits of Entrepreneurial Leadership as Correlates of Entrepreneurial Success among Micropreneurships

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ABSTRACT: The unprecedented increase in the weakening of the operations, function-ability and success of micropreneurships has been traced to entrepreneurial leadership (EL) traits, that is, strategic traits (STs), communicative traits (CTs), personal traits (PTs) and motivational traits (MTs). Despite being the largest form of business in Nigeria, literature on STs, CTs, PTs and MTs as correlates of micropreneurships' entrepreneurial success (ES) seems scant. Owing to the stagnation in growth and abysmal success of micropreneurships in Bwari market, Abuja, this study seeks to investigate the correlation between the STs, CTs, PTs and MTs, and the ES with special focus on micropreneurships in the market. A cross-sectional survey research design, and criterion and systematic sampling techniques were employed to generate data from 211 micropreneurs via questionnaire. The Pearson product moment correlation analysis shows that these traits correlate positively and significantly with ES. Therefore, micropreneurships whose owner-managers possess these traits will achieve improved ES. The study concludes with theoretical and practical implications, and limitations and future research directions.

Keywords: entrepreneurial leadership, strategic traits, personal traits, communicative traits, motivational traits, entrepreneurial success, micropreneurships

INTRODUCTION

The perturbatious nature of today's business environment has vitiated the capacity of entrepreneurial skills or leadership traits when possessed alone in enabling business owners and/or managers to compete favourably. Rather, the skills and traits together or better still, entrepreneurial leadership (EL) are required and have been advocated based on empirical investigation in other contexts (Addy et al., 2024; Ahmed & Lucianetti, 2024; Dhakal et al., 2024; Nidhan & Singh, 2020). However, empirical evidence of the nexus in the Nigerian domain is still rare; particularly as it relates to the largest form of enterprises (i.e., micropreneurships) in the nation's entrepreneurial milieu (Ukanwa, 2021). Further, the EL ensures that a vision is crafted, the business is formed, and that it has innovativeness and opportunity capitalisation and sustainability as its hallmarks (Miidom et

al., 2021; Renko et al., 2015). EL empowers businesses to thrive in dynamic business milieu (Groves & Feyerherm, 2022; Ishak et al., 2021). EL refers to leadership role performed in entrepreneurial ventures, rather than in the more general sense of an entrepreneurial style of leadership (Leitch & Volery, 2017). The EL through the owners and employees, who constitute the entrepreneurial leaders apply strategic, communicative, personal and motivational traits or factors (Ranjan, 2018; Udin & Dananjoyo, 2024) to achieve success (Denning, 2021).

Entrepreneurial leaders can exhibit strategic traits (STs) by entering new markets with innovative products or services (Addy et al., 2024). Business leaders can showcase communicative traits (CTs) by informing stakeholders of the firm's vision and core values through a feedback mechanism (Joel & Oguanobi, 2024). Personal traits (PTs) can as well be displayed in the form of creativity, networking and continuous improvement habit (Harrison et al., 2018). Fostering a culture of collaboration and trust among employees through empowerment depicts motivational traits (MTs) (Joel & Oguanobi, 2024). EL traits can be applied in all forms and sizes of firms (Ranjan, 2018). For instance, micropreneurships abound in all markets in Nigeria as sources of employment opportunities, livelihood for individuals and families, and economic development of the country. Typical examples include barbers' shops, hairdressing shops, petty trading stores, fashion designing shops and small grocery stores. Micropreneurships are businesses that are started with a small amount of money and are owned and managed by micrpreneurs (Ukanwa, 2021). Micropreneurs are often motivated by economic needs, the desire for self-realisation and Entrepreneurial success (ES) to conduct their activities amidst business environmental challenges that impact on their function-ability and success (Agbim et al., 2014a).

ES refers to tangible improvement in the profit, growth, capital and sustainability of an organisation (Feng et al., 2023); which in this study, is measured on the basis of financial and non-financial indicators. Successful organisations have EL as their hallmark (Sayyam et al., 2021; Thompson 1999). However, EL is an emerging concept in entrepreneurship (Mehmood et al., 2021) and research in this area is still in its embryonic stage (Bagheri & Harrison, 2020). The EL and ES nexus can be supported by the resource-based view since micropreneurs as entrepreneurial leaders can leverage their personality traits and skills as resources to identify entrepreneurial opportunities, develop strategic plans and create new enterprises. These entrepreneurs can as well motivate employees via training and empowerment for self-development, and ensure information sharing that will argument the achievement of business success. Taken together, the EL traits can enhance the ability of these enterprises to adapt and cope with the uncertainties in the micropreneurship environment (Agbim et al., 2014b; Nwachukwu & Hieu, 2021).

Research has shown that EL associates positively with outcomes such as performance (e.g., Nor-Aishah et al., 2020; Sawaean et al., 2021), growth (e.g., Dhakal et al., 2024; Joel & Oguanobi, 2024), success (e.g., Ahmed & Lucianetti, 2024; Latif et al., 2020) and in domains such as SMEs (Joel & Oguanobi, 2024; Sawaean et al., 2021), MSMEs (Simba & Thai, 2018), MSEs (Ishak et al., 2021) and micro-enterprises (Al Mamun et al., 2018). However, none of the existing studies seems to have investigated the effect of the dimensions or traits of EL on micropreneurships in a developing economy (Harrison et al., 2018) like Nigeria. In Nigeria, owner-managers of these enterprises

knowingly or unknowingly shape virtually every aspect of the firms to reflect their personal characteristics. Owing to their small size and resource constraints, micropreneurships generally feel the effects of market shocks due to lack of strategic decisions. They have few employees who perform multiple tasks without adequate training and information. Thus, majority of these enterprises have little or no time to properly scan and analyse the business environment (Agbim et al., 2014b; Simba & Thai, 2018). As such, the failure rate of micropreneurships have remained unprecedentedly high in Nigeria (Ifedoro & Kurah, 2020).

This study therefore seeks to investigate the relationship between the dimensions of EL and ES of micropreneurships in Bwari market, Abuja. It is expected that the results will give us a broadened view of the effectiveness of EL, while the applications may facilitate the crafting of a new management and business development path for micrpreneurships in developing economies such as Nigeria (Leitch & Volery, 2017; Matthews, 2017).

LITERATURE REVIEW

Entrepreneurial leadership

EL is a mechanism for diagnosing management, development, growth, success and sustainability related issues in entrepreneurships (Harrison & Leitch, 1994). Ishak et al. (2021) view EL as a unique blend of visionary thinking, risk-taking propensity, adaptability and resilience that empowers individuals to navigate and thrive in dynamic business environments. Hence, EL is the application of leadership functions in entrepreneurships to attain a high level of sustainability. Harrison and Leitch (1994) aver that Professor Joseph Schumpeter was one of the pioneers of the integration of entrepreneurship and leadership. However, research in EL stated burgeoning since the early 1990s. Both Hejazi et al. (2012) and Ranjan (2018) in their separate empirical studies defined EL based on its dimensions, factors or traits (i.e., STs, CTs, PTs and MTs). Entrepreneurship and leadership are distinct terms that were combined in a bid to develop an efficacious style of leadership that is more success oriented (Nururly et al., 2022; Pauceanu et al., 2021). Entrepreneurship depicts novel ideas, innovative goods and/or services, new business and sustainable economic development (Goel & Joshi, 2017), while leadership is a soft skill that helps to influence and coordinate the activities of employees to achieve organisational objectives (Mezeh et al., 2021; Pauceanu et al., 2021). Udin and Dananjoyo (2024) notes that EL can be applied by both business owners and employees to enhance opportunity identification and recognition in competitive and challenging contexts (Ataei et al., 2024).

i. Strategic traits

STs are what an enterprise needs and strives to achieve (Graham, 2001; Mezher & Hamed, 2020). They are things an enterprise needs to get right (Akinbola, 2019). The STs include plans, innovation, diversification, partnerships, collaboration, flexible structures, vision, predictability, opportunism and adaptability (e.g., Addy et al., 2024; Joel & Oguanobi, 2024; Senthikumar, 2020). These STs are geared towards achieving success amidst obstacles and challenges. However, it can turn out successful or unsuccessful. As such, the implementation of strategies is not enough to achieve success in an enterprise (Akinbola, 2019). The vision and core values of a firm needs to be communicated to the stakeholders (Addy et al., 2024).

ii. Communicative traits

CTs represent exchange of expressions, ideas, messages, emotions, thoughts and feelings

among people (Saxena & Joshi, 2020). It can be formal, informal, verbal, non-verbal and gestural. No matter how talented a person is in the act of communication, such individual still needs to learn effective communication skills. CTs is needed to plan, manage, organise and promote a business (Munjal, 2017; Saxena & Joshi, 2020). CTs include persuasion, empathy, conflict management, openness, listening and inspiring employees (Senthikumar, 2020). Entrepreneurial leaders share the vision and core values of their business with their stakeholders through a feedback mechanism (Addy et al., 2024; Joel & Oguanobi, 2024). Effective interaction between an entrepreneur and his/her stakeholders, and between a superior and the subordinates is enhanced via communication skills (Odewale et al., 2019; Saxena & Joshi, 2020). The use of digital communication tools like the internet, websites and social media platforms improves customers' engagement, awareness, loyalty, inquiries and relationships. It increases the number of new customers and reduces costs (Jorgensen et al., 2022; Kwon et al., 2021). It helps to build a successful enterprise (Mezher & Hamed, 2020; Saxena & Joshi, 2020). However, the effectiveness of communication largely depends on PTs (Cherusheva, 2023).

iii. Personal traits

PTs are the specific or behavioural characteristics of an individual (Feng et al., 2023; Khan et al., 2020). The PTs includes emotional intelligence, perception**,** decision making**,** hyperactivity, modesty, competence, level of education, ingenuity, discipline, self-efficacy, tolerance, creativity, risk taking and networking (Feng et al., 2023; Joel & Oguanobi, 2024; Khan et al., 2020; Senthikumar, 2020). PTs is unique to a person. As such, are hard to copy. How different individuals will react to identical situations is explained by PTs **(**Khan et al., 2020**)**. The PTs of an entrepreneur contribute to the success of his/her entrepreneurship. However, the success is improved with the presence of a MTs drive (Mezher & Hamed, 2020; Santhosha et al., 2024; Verma & Roy, 2018).

iv. Motivational traits

The term "motivation" was coined from motive - active form of a desire, craving or needs that engender goal-oriented behaviour (Verma & Roy, 2018), while MTs are the needs, wants, desires or aspirations that forces a person to do something (Dias et al., 2019). MTs organises and manipulate a person to act quickly and independently (Solesvik et al., 2019). Since human beings are never completely satisfied, MT is a dynamic force that sets a person in motion or action (Marzuki et al., 2016). MTs include experience, personal background, passion, networking opportunity, encouragement, empowerment, self-satisfaction, and appropriate compensations, transfer and promotion (Addy et al., 2024; Joel & Oguanobi, 2024; Murali & Thomas, 2022; Senthikumar, 2020). People can be motivated by necessity (push factors) or opportunity (pull factors). Push factors such as unemployment, job loss or financial constraint can prompt individuals to start their own businesses. Pull factors such as autonomy, passion, self-development, recognising a business opportunity or being inspired by a mentor or role model can propel individuals to venture into entrepreneurship (Fairlie & Fossen, 2018; Li & Setiawan, 2023). MTs contribute to the achievement of high level of financial performance (Jahanvi et al., 2017; Li & Setiawan, 2023).

Micropreneurship

Micropreneurships, microenterprises or microbusinesses are business setups that are started with a small amount of money not exceeding 1.5 million naira and with fewer than 10 employees. They are established to

add value and meet the needs of people particularly in developing countries (Agbim et al., 2014b; Ukanwa, 2021). To Li and Setiawan (2023), microbusinesses are merchandising enterprises that conduct mobile e-commerce through social media platforms. Mezeh et al. (2021) affirm that microentrepreneurs and micropreneurships may not achieve ES without effective entrepreneurial leadership behaviour.

Entrepreneurial success

ES connotes goals and objectives achievement. ES was formally viewed as financial success (Agbim et al., 2014b). Today, it is generally conceptualised as financial and non-financial performance. This is because of the complications associated with computing and interpreting financial data. Financial performance refers to the financial outcomes of the activities of an enterprise. Non-financial performance denotes non-financial outcomes of an enterprise (Li & Setiawan, 2023). The measures of financial performance include return on assets, sales growth and profits, while the measures of non-financial performance include innovation, employee engagement, customer satisfaction, personal development, achievement, corporate reputation and happiness (Lateh et al., 2017; Li & Setiawan, 2023). Nururly et al. (2022) aver that ES or business success depicts financial and non-financial performance.

Theoretical foundation

The Resource-Based View (RBV) as postulated by Birger Wernerfelt in 1984 states that firms possess different resources that are difficult to imitate or limited in supply (Barney, 1991; Ferreira et al., 2011). Business enterprises can either obtain the "bought" or "support" resources they need from other enterprises in their business environment because no business enterprise has all the resources it requires within it. These resources are intangible and tangible in nature. The intangible resources are embodied in the firm; they include staff know-how, organisational culture and reputation. In the achievement of improved success and competitive advantage, attention has shifted from tangible resources to intangible resources. This is because they are subject to imitation. Intangible resources determine a firm's success since they are either what the firm "has" (assets) or what the firm "does" (capabilities) (Ichrakie, 2013). It follows that, the traits of EL as valuable, unique and non-substitutable resources may significantly contribute to the ES of micropreneurships (Nwachukwu & Hieu, 2021). ES may be the outcome of the influences of resources such as STs (Turner & Endres, 2017), CTs (Jorgensen et al., 2022), PTs (Akinbola, 2019) and MTs (Li & Setiawan, 2023; Santhosha et al., 2024).

Hypothesis development

One of the important determinants ES is leadership (Afsar et al., 2017; Usman et al., 2020), while EL traits (i.e., STs, CTs, PTs and MTs) are important critical factors in the success of micro-enterprises and SMEs (Harrison et al., 2018; Newman et al., 2018; Ng & Kee, 2018). In business, leaders swiftly adjust strategies in response to the dynamic business milieu. This is because strategic vision contributes to the success of firms (Addy et al., 2024). Strategies make enterprises resilient and competitive, and help them to achieve sustained success (Allioui & Mourdi, 2023). Adams et al. (2016) affirm that innovative strategies sustain long-term growth. Turner and Endres (2017) found that strategic factors (i.e., networking, business plan and marketing differentiation) enhances small business owners' success rates. Akinbola (2019) identified customer satisfaction as the key strategic factor that influences the growth of SMEs. Berman et al.

(2024) empirically established that the strategies for digital entrepreneurship success are newly created and/or refined dynamic capabilities. Accordingly, we hypothesise that:
H1: STs has no significant relationship with the ES of micropreneurships

No matter how good the STs of an enterprise is, sharing the information with the concerned stakeholders is very important. EL recognises that such information when disseminated promotes the development of values and proffers solutions to problems (Purwati et al., 2021). As such, effective communication underpins business success and growth (Mezher & Hamed, 2020; Saxena & Joshi, 2020; Tanwar, 2024). However, with the advancements in information and communication technology, some micro- and small- business owners still prefer the traditional means of communication to the use of the internet and social media platforms (Kwon et al., 2021). Further, easy-to-use communication technologies are perceived as having no contribution to business success by small business owners (Jorgensen et al., 2022). Therefore, we propose that:
H2: CTs has no significant relationship with the ES of micropreneurships

The personal qualities of an entrepreneur are made conspicuous through effective communication (Cherusheva, 2023). Singh and Rahman (2013) notes that the PTs of entrepreneurs contribute to ES. In the words of Glaub et al. (2014), even intervention in the form of evidence-based teaching for management (developing action principles) affects their personal initiatives and influence the ES of their firms. Cherukara and Manalel (2017) assert that the personal factors of business owners are related to ES, while the personality traits of social entrepreneurs positively affect the sustainability of social firms in Pakistan (Khan et al., 2020). Alameddine et al. (2022) found that passion and close environment are the two major personality traits that influence entrepreneurial growth. Hagenauer (2023) concludes that personality influences business success. Hence, we hypothesise that:
H3: PTs has no significant relationship with the ES of micropreneurships

Motivation influences entrepreneurs to improve their personality through skills acquisition, and the development of self-esteem and self-efficacy. For instance, personality improvement trainings such as entrepreneurship development programs significantly and positively impacts trainees' motivation and in turn the success of their enterprises (Santhosha et al., 2024). Again, necessity-driven (push factors) motivation results to improved financial performance, while the motivation of opportunity-based (pull factors) entrepreneurs does not influence non-financial performance (Li & Setiawan, 2023). Thus, without motivation entrepreneurships will not be formed (Anjaiah & Murthy, 2021) and success may not be achieved (Anjaiah & Murthy, 2021; Karnreungsiri & Praditsuwan, 2017). Entrepreneurial motivational factors positively and significantly impact the growth of Tanzanian construction firms (Okangi, 2018). Internal motivational factors significantly impact the performance of SMEs that are run by women entrepreneurs (Jahanvi et al., 2017). Thus, we propose that:
H4: MTs has no significant relationship with the ES of micropreneurships

METHODOLOGY

A cross-sectional survey design was adopted in this study to enhance data generation from a representative sample of the population. The data were collected via questionnaire from a population of 593 micropreneurships in Bwari market, Abuja. The 593 micropreneurships include: the trading businesses in tomatoes,

pepper, onions, tubers of yam, sweet potatoes, fruits, meats, beverages, ingredients for soup and stew, vegetables, vegetable oil, clothes, clothing materials and accessories, palm oil, iced, smoked and dry fish, and plastic containers; mama puts; and small grinding mills for tomatoes, pepper and grains. Multi-stage sampling technique that comprised criterion and systematic sampling techniques was adopted to ease the identification of the respondents that completed the questionnaire. The criterion sampling technique helped to select the respondents based on some predetermined criteria: (i) the micropreneurship must have been established before the year 2020. This the onset of the present unprecedented uncertainty and competitiveness in the Nigerian business milieu; (ii) the running of the micropreneurship is controlled by the micropreneur; (iii) the number of employees or trainees in the micropreneurship are not more than 10; (iv) the labour cost and working capital of the micropreneurship does not exceed 1.5 million naira; and (v) the micropreneur is a member of the trade association.

The systematic sampling technique which entails selecting a micropreneur after every three (3) shops/kiosks in the main and transversing lines in the market ensured that all the micropreneurs are given equal chances of being selected to participate in the study. The Krejcie and Morgan (1970) sample size determination method was adopted to compute the sample size of 223. The five (5) measures each for STs, CTs, PTs and MTs were adapted from Ranjan (2018), while the measures of ES were adapted from Khan et al. (2021) and Berman et al. (2024). All the item statements were rated on a five-point Likert scale that ranged from strongly disagree to strongly agree. The suggestions of three lecturers in the Department of Entrepreneurial Studies, Veritas University, Abuja who validated the questionnaire were used to fine-tune the research instrument. Frequency counts and simple percentages were employed to analyse the demographics of the respondents. The Pearson product moment correlation analysis was performed to test the four research hypotheses with the aid of the SPSS version 25.0.

RESULTS

The reliability of the instrument was confirmed by Cronbach's α scores: ES = 0.78; STs = 0.74; CTs = 0.80; PTs = 0.76; and 0.82. Table 1 shows that the scales for ES, STs, CTs, PTs and MTs relates with each other.

Table 1: Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
ES4	.881				
ES1	.901				
ES3	.898				
ES2	.903				
ES5	.877				
STs2		.896			
STs3		.892			
STs1		.901			
STs4		.868			
STs5		.854			
CTs1			.901		

CTs3	.886		
CTs4	.879		
CTs2	.891		
CTs5	.867		
PTs2		.868	
PTs1		.870	
PTs4		.860	
PTs5		.858	
PTs3		.863	
MTs4			.900
MTs5			.881
MTs3			.898
MTs2			.903
MTs1			.907

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalisation
a. Rotation converged in 6 iterations
Note: ES = entrepreneurial success, STs = strategic traits, CTs = communicative traits, PTs = personal traits, MTs = motivational traits

Table 2 shows first that STs is significantly and positively related to ES ($r = 0.720^{**}$ $p<0.01$). Thus, H1 is not supported. Consequently, we conclude that STs has a relationship with ES. Second, CTs is significantly and positively related to ES ($r = 0.860^{**}$ $p<0.001$). Hence, we reject H2 and conclude that CTs correlates with ES. Third, PTs is significantly and positively related to ES ($r = 0.783^{**}$ $p<0.001$). As such, H3 is not supported. Thus, we conclude that there is a correlation between PTs and ES. Fourth and finally, MTs is significantly and positively related to ES ($r = 0.844^{**}$ $p<0.001$). Therefore, we reject H4 and conclude that MTs is a correlate of ES.

Table 2: Statistical Descriptions and Bivariate Correlation among Variables

	Mean	SD	1	2	3	4	5
ES	11.05	5.344	**1**				
STs	10.74	5.312	.720**	**1**			
CTs	10.55	4.621	.860**	.642**	**1**		
PTs	9.38	4.433	.783**	.483**	.835**	**1**	
MTs	9.87	4.566	.844**	.567**	.742**	.653**	**1**

**. Correlation is significant at the 0.01 level (2-tailed).

Discussion of Results

The uncertainties that characterise the Nigerian business environment today are negatively impacting the ES of firms such as micropreneurships. Owing to the unprecedented failure rate of this form of entrepreneurships in Bwari market, and the diagnostic and preventive nature of the dimensions of EL to businesses that employ them in a dynamic business environment, this study investigates the effects of STs, CTs, PTs and MTs on ES. First, the results show that STs and ES are significantly and

positively related. This result suggests that properly screened business opportunities before selection will precede a well-crafted vision. This will in turn influence the type of structure, innovation, diversification and partnerships/collaboration the enterprise will adopt. Again, the enhanced ability of the business to predict and adapt to the environment based on available information will improve the ES. This is in agreement with Turner and Endres (2017), and Berman et al.'s (2024) findings that STs enhances business success.

Corroborating this view, Sawaean et al. (2021) avers that firms that fail to properly identify opportunities, establish clear forward-thinking visions and to act creatively using their capabilities may not survive and succeed. The choice of strategy is influenced by the market, innovation, personal influences, flexibility and independence. Micropreneurships need to develop capacity to recognise rising opportunities and understand the best strategy to apply in a particular kind of market. Innovation could sometimes be difficult to develop and implement due to resource constraints. However, it is a positive trait that can enhance a firm's success. Training is necessary for the owner and manager as a well-trained entrepreneur will have better personal influence on the business via best strategy selection and implementation. Again, a business owner must be flexible in order to always adapt to the dynamic environment, and avoid overdependence on other firms or institutions for decision or finance (Akinbola, 2019).

Second, the analysis reveals that CTs correlates significantly and positively with ES. This finding connotes that dissemination of the vision and core values of an enterprise among the stakeholders can result to the meeting of the minds. Hence, all the individuals and/or entities that stand to gain or loss from the performance of the enterprise will work for the success of the firm. Further, exchange and sharing of information and knowledge between the enterprise's internal and external environments portends synthesisation of information, ideas and knowledge. Moreover, this practice will ensure that virtually everything the focal firm has access to are robust. Thus, the knowledge of the market and products/services that will ensue from such robustness will augment the success of the enterprise. This result is in tandem with the outcome of Musheke and Phiri's (2021) study that a positive relationship exists between effective communication and organisational performance.

Again, many micropreneurships prefer the traditional to the digital way of communication in business due to network challenges with online communication technologies (Jorgensen et al., 2022; Kwon et al., 2021). However, Jorgensen et al. (2022) has empirically affirmed that the utilisation of communication technologies in business activities contributes to successful business. Thus, effective communication skills cannot substitute for other skills. Rather, communication skills should be one of the key entrepreneurial skills (Odewale et al., 2019). Sood (2017) adds that a highly competent entrepreneur in communication skills will achieve better success than entrepreneurs who are incompetent in the use of communication skills.

Third, the correlation between PTs and ES is significant and positive. By interpretation, this result could mean that an individual who has confidence in his/her competence, level of education, ingenuity, creativity and the ties with persons of like minds, and who is a decisive risk-taker can create and achieve success in a desired entrepreneurship provided the requisite hard work has been

done. Moreover, with respect to managing the stakeholders to sustain the attained success, the entrepreneur can do this by influencing the employees, investors, suppliers, customers and even family with the appropriate emotional intelligence, pessimism, modesty, discipline and tolerance. This finding aligns with the outcome of Cherukara and Manalel (2017), and Okangi's (2018) researches. Cherukara and Manalel affirms that an entrepreneur's age and level of formal education are related to ES, while Okangi argues that the identification of business opportunity is positively and significantly associated with the growth of firms. In support of this view, Miao et al. (2019) further argues that the personality of entrepreneurial leaders can play a whole lot of roles in ES of their enterprises. For instance, Imran and Aldaas (2020) asserts that entrepreneurial leaders of SMEs in Oman underperform owing to the absence of ES capabilities. To Bagheri and Harrison (2020), EL behaviours (i.e., risk-taking, proactiveness, innovativeness) enhances entrepreneurial performance.

Fourth, it is evident from the results that the relationship between MTs and ES is significant and positive. This finding depicts that the experience, personal background, passion and expected networking opportunities can drive an individual into enterprise formation and success. When the business becomes operational, the success of the enterprise is further enhanced by ensuring that employees are engaged and satisfied on the job through encouragement, empowerment, and equitable/appropriate compensation, transfer and promotion. This finding is in consonance with the results of prior studies (e.g., Anjaiah & Murthy, 2021; Karnreungsiri & Praditsuwan, 2017) that motivation contributes to business success. Machmud and Sidharta (2016) observes that entrepreneurial motivation influences business performance, while Jahanvi et al. (2017) reveals that internal motivational factors are related to the performance of women managed SMEs. Apart from being in its embryonic stage, EL is a discipline with limited empirical evidence to prove its ability to improve business performance (Lajin & Zainol, 2015). Notwithstanding, based on the resource-based view, the current study has shown that micropreneurs and micropreneurships can achieve improved ES by employing STs, CTs, PTs and MTs as internal resources.

CONCLUSION

This study has empirically shown that STs, CTs, PTs and MTs can argument the ES of micropreneurs and micropreneurships. The study concludes by presenting the theoretical and practical implications, and limitations and future research directions.

Theoretical and Practical Implications

First, this study investigates the correlation between STs, CTs, PTs and MTs, and ES. Thus, the research adds to the existing literature by using the dimensions of EL rather than EL alone as utilised in previous studies (i.e., Ahmed & Lucianetti, 2024; Latif et al., 2020). Second, the study used the resource-based view as the theoretical framework. In doing this, the traits of EL were presented as resources in the internal environment of the enterprises. Hence, extending the theory to include these factors as internally-based resources in a micropreneurship. Third, the results of this study validate Hejazi et al. (2012) and Ranjan's (2018) researches that identified STs, CTs, PTs and MTs as factors of EL that can influence outcomes such as ES. Fourth, no study seems to have integrated STs, CTs, PTs, MTs and ES in a single model and investigated it in the micropreneurship

domain in Nigeria. Therefore, in addition to EL influencing ES as depicted in prior researches (i.e., Sawaean et al., 2021; Senthilkumar, 2020), this study contributes to knowledge by showing that even the traits of EL can correlate with the ES of micropreneurships. Fifth, the biggest challenge that negatively impacts on the ES of micropreneurships is environmental uncertainties. The results of this study have revealed that it can be surmounted by developing and implementing the traits of EL in a micropreneurship that conducts its activities in a dynamic business milieu.

Limitations and Future Research Directions

First, the study surveyed micropreneurs in Bwari market, Abuja who deal on the listed products and services. This narrow scope implies that those who specialize in items and services not listed under the methodology did not participate in the study. Hence, the generalizability of the findings is limited. Future researchers are invited to replicate this study in same or other contexts with a widened scope. Second, the research did not adopt a longitudinal approach which is often preferred to the cross-sectional technique for complex studies involving constructs such as STs, CTs, PTs, MTs, ES and micropreneurships. Thus, longitudinal research method should be employed in further studies to demonstrate the causality in the relationships among the study variables. Third, our study data were collected from micropreneurs alone. Therefore, to enhance the generalization of the current results, upcoming studies could widen their sources of data to include employees and customers. Fourth, apart from limitations, the findings of this study have deepened our understanding of new areas of research in STs, CTs, PTs, MTs, ES and micropreneurships. Therefore, future studies could employ moderating and/or mediating variables that can add to our knowledge of the study variables. Variables such as entrepreneurship education, entrepreneurial passion and creativity are suggested.

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