

Effects of Goal-Setting and Relational Intelligence on Nascent Business Owners' Entrepreneurial Motivation in Oyo Town, Nigeria

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Abstract

Entrepreneurial Motivation (EM) is vital to entrepreneurship success in, despite the significance many nascent entrepreneurs struggle with low motivation. Earlier research focused on traditional modes business planning, financial management and operational efficiency rather than goal setting and relational efficiency. This study, therefore, explored the effects of Goal-setting (GST) and Relational Intelligence Training (RIT) in fostering EM among nascent entrepreneurs in Oyo Town, Nigeria. The moderating effect Entrepreneurial Self-efficacy (ESe) was examined. The study was guided by McClelland's Human Motivation and Maslow's Hierarchy of Needs theories provided the framework, the study adopted the pretest-post-test, control group, quasi-experimental design with a 3×3 factorial matrix. Participants were chosen using multi-stage sampling technique, from three purposively chosen local government areas. The cluster sampling technique was adopted in choosing relevant business-related associations in each selected LGA. With the aid of the screening instrument, nascent entrepreneurs whose businesses owners have low motivation were purposively selected (Oyo East – 20, Oyo West – 20 and Atiba – 18). The instruments used were EM ($\alpha=.84$) and ESe ($\alpha=.90$) scales. The training lasted nine weeks. Analysis of covariance and Bonferroni Post-hoc were used to analysed the data at 0.05 level of significance. There were significant main effects of training on EM ($F_{(2; 45)}=6.46$; partial $\eta^2=0.22$). Entrepreneurs in RIT had the highest adjusted mean score (99.57) followed by those in the GST (94.14) and the control (81.96) groups on EM. The two-way interaction effect of ESe on EM was not significant. Goal-setting and relational intelligence training fostered entrepreneurial motivation of nascent entrepreneurs in Oyo Town, Nigeria. Personnel psychologists, human resource managers and entrepreneurs should utilise these interventions.

Keywords: Entrepreneurial motivation, Entrepreneurial self-efficacy, Goal-setting and Relational intelligence training.

Introduction

The study of entrepreneurship is a rich and multifaceted field that has captivated researchers from a diverse array of disciplines. From economics to sociology, psychology to political science, scholars have delved into the intricacies of the entrepreneurial process,

examining different aspects from the personal and professional traits of successful entrepreneurs, to the motivations that drive them, the obstacles they encounter, and the impact they have on the economy and society at large. Entrepreneurship is the pursuit of creating wealth through the implementation of new and innovative ideas, products, or services, and it requires individuals who are willing to take on significant risks in terms of equity, time, and career commitment. These set of individuals contributes in driving innovation and shaping the modern economy, making them a subject of great interest to people from all walks of life.

Recently, there has been a widely held belief that entrepreneurship activities are crucial indicators of economic development for both developed and developing countries (Zakhidov, 2024). The increasingly high unemployment rates and increase in the person-job ratio seemed to aid the impetus to increased entrepreneurship activities for youths and graduates. In Nigeria, as in many developing countries, entrepreneurship is often seen as a means to an end, a panacea for poverty, and a tool to make ends meet. In contrast, most developed countries consider it an important tool to increase their economic stability and power.

Specifically, in the Nigeria's context, the growing number of people pursuing the path of entrepreneurship does not indicate an entrepreneur-friendly atmosphere (Adeoye, 2015). Instead, it is a pointer to the systemic failings on several fronts and a far cry from a working system. Entrepreneurship, which was not intended to be a survival mechanism in its early stage, is recently considered a must-do thing that people must engage in to keep both body and soul together. It is glaring that the enormous entrepreneurship activities in Nigeria are majorly due to limited opportunities. As a result, the nature of businesses created on this premise is narrow; they remain small and lack the necessary motivation for expansion. The desperation of starting a venture with the sole aim of not going hungry has conditioned the mind of the Nigerian entrepreneurs to a dormant state. Although, capital is realized from such businesses, it is usually meant to cater to personal expenses as the aim of setting up such business is not to compete in the global market but to vend for their immediate needs.

The definition of an entrepreneur invariably depends on what drives people into entrepreneurship. According to Bolton and Thompson (2000), an entrepreneur is someone who consistently generates and implements new ideas to create value in response to identified opportunities. Entrepreneurship, according to Onuoha (2007), is the process of establishing or reviving businesses, notably new firms, based on opportunities. These definitions highlight the

importance of innovation and opportunity identification in the entrepreneurial process. Other scholars viewed entrepreneurs through the lens of starting any business, novel or formerly in existence, irrespective of what drives them or whether they solve any existing problems (Adepoju, 2003; Ahmad, 2013; Adeoye, 2015).

The concept of entrepreneurship encompasses a diverse range of individuals who embark on business ventures for various reasons. As highlighted in the literature, individuals may initiate their entrepreneurial journey due to job dissatisfaction or a lack of employment opportunities (Block & Sandner, 2009). This initial impetus often characterizes what is known as necessity entrepreneurship. However, as these nascent entrepreneurs progress in their careers, they may discover and exploit entrepreneurial opportunities, potentially transitioning into opportunity-driven entrepreneurship (Williams, 2008).

The dynamic nature of entrepreneurial motivations suggests that individuals can move fluidly between necessity and opportunity entrepreneurship throughout their careers. This fluidity underscores the complexity of entrepreneurial pathways and the importance of considering both innovative and necessity-driven entrepreneurs in research and policy-making (Acs, 2006). As Kerr, Kerr, and Xu (2017) argue, the study of entrepreneurship must be tailored to accommodate this diversity, recognizing that entrepreneurial motivations are not static but can evolve over time.

Nascent entrepreneurs, defined as individuals in the process of starting a new business venture, represent a crucial subset of the entrepreneurial population (Reynolds et al., 2004). These early-stage entrepreneurs are particularly important to study as they navigate the challenges of business creation and development. Their experiences can provide valuable insights into the factors that influence entrepreneurial success and the effectiveness of interventions designed to support new business ventures. By focusing on nascent entrepreneurs, researchers can better understand the initial stages of the entrepreneurial process and develop targeted strategies to foster entrepreneurial motivation and success (Davidsson & Gordon, 2012).

Entrepreneurial motivation research is a complicated and varied area that crosses many academic fields, including sociology, psychology, and economics. The various components that can affect a person's decision to start a business and the role motivation plays in successful entrepreneurial endeavours were examined in this study. A vital component of any business's success is motivation (Khan, Salamzadeh, Shah, and Hussain, 2021), and this is especially true for entrepreneurial ventures. A wide range of variables, including personal traits like ambition, self-

assurance, and a penchant for taking risks, as well as monetary situations, business prospects, and influences from society and culture can motivate entrepreneurs.

Entrepreneurial motivation is a term that is widely and often used but seldom understood. Entrepreneurial motivation, according to Diefendorff and Chandler (2011), is the outcome of processes, within or outside of the individual, that generate desire and perseverance to undertake entrepreneurial action(s). Sujatha (2020) described entrepreneurial motivation as the process that activate persistence in an individual, thereby experiencing transformation from an ordinary person into an influential business person who would create opportunities and contribute to business growth and wealth maximization. By implication, if business owners are motivated, they will consciously decide to engage in activities that will meet their desires. An entrepreneur who is motivated will be committed to putting in a certain level of effort over a period of time in order to achieve a specific goal. This combination of intensity, persistence, and direction is crucial for driving entrepreneurial success.

Venturing into entrepreneurship requires a high level of motivation; its absence or low level will likely hamper the many innovative ideas an entrepreneur may have. These ideas can crumble at the intention phase, as the requirements needed for taking the bold step of starting a venture are missing. Having stated this, the sustainability of businesses, especially in Nigeria, requires a higher level of motivation if compared to the level of motivation needed to start a venture. The fact that some entrepreneurs do not have the same level of motivation as in the early days of their entrepreneurial journey is enough reason to justify the assertion that a large number of Nigerian entrepreneurs quit entrepreneurship after less than two years of starting (Adeoye, 2015). There is also the issue that needs addressing; that of a booming youth population that requires encouragement and re-orientation to accomplish a shift from jobs-seeking attitude to wealth and job creation. Considering the national population of over 190 million people, of which over 65% are people below the age of 35 years, it is vital to support or encourage youths' participation in entrepreneurship. Manuaka (2011) noted that further research needed to be carried out on different aspects of entrepreneurship.

Previous interventions that have been used to maximize the chances of success among entrepreneurs have yielded little or no result, as evident in the shocking percentage of failure among start-ups. Hence, it becomes imperative to develop and examine new ways and means of helping entrepreneurs address the many challenges facing them. Adeoye (2015) noted that

entrepreneurs needed to be subjected to a series of psychological approach to further improve their chances of success. Against the preceding background are the deficiencies of psychological training in minimizing failure among nascent entrepreneurs. In light of this, this study was conducted to determine how well goal-setting and relational intelligence training enhance entrepreneurial motivation among nascent entrepreneurs in Oyo Town.

The first training examined in this study is goal-setting. Navigating life without a goal is equivalent to driving a car without a wheel. Goals are stabilizers and controllers for living a successful and desired life. Having a goal provides a sense of direction. Direction helps in focusing on life's aims. In order to obtain a competitive advantage, organisations are always seeking for new ways to accomplish goals because goal-setting setting is considered as a means of encouraging all employees to strive in the same direction (Mills, 2002). An organisation that does not have a goal is bound to achieve less in business. Goal-setting has received a lot of attention from a broad community of counsellors, human resource managers, researchers, and other helping professions to achieve optimal performance in a work-related environment. Scholars have described the concept of goal-setting in some research works and its applicability to many sectors (Latham and Locke, 2020). According to Grant (2012), goal-setting is defined as commencing a plan of action to motivate and direct an individual or group toward accomplishing the desired goal.

Another training that was proposed in this study was relational intelligence. The origin of the term 'relational intelligence' cannot be ascertained because, not only is it a relatively new field of study coined from emotional intelligence, but also for the fact that several writers have attributed its origin to different authors such as Gauthier, Karl Albrecht and Esther Perel. Although, review of literature attributed its first usage to Gauthier in 1914 in his book *Savoir Relier*, it was however not developed nor popularised till recently by Esther Perel. Zhang, Tan, Tao, Pham and Chen (2020) noted that relational intelligence comprises understanding how to interact with others and becoming attuned to their needs. In the workplace, Perel (2019) further emphasized relational intelligence as the capacity to connect with others and foster trust. The ability to relate to others is what enables one to establish boundaries, comprehend how others work, and develop coping mechanisms for conflict and betrayal of trust. Perel (2019) opined that no money, purpose, or even free food could compensate for a toxic relationship at work."

Relational Intelligent (RI) entrepreneurs can connect with other employees in the place of work, maintain respect for their boundaries, and exhibit mutual trust with co-workers. An

employee with a high RI quotient can connect with people easily, understand people at work and their feelings, and also master the act of dealing with quarrels, violations, and disagreements. These connections they make easily are extended to teamwork, with each member bringing their views on how to approach a task. Relational Intelligence makes employees identify people who like to have their spaces at work or work alone and those who will prefer carrying out duties with others (Perel, 2019). Apart from this, relational intelligence incorporates skills like communication, marketing, interaction and many other social components, which are all necessary ingredients for the success of entrepreneurs.

This research posited that entrepreneurial self-efficacy (ESe) would moderate entrepreneurial motivation. ESe refers to a person's beliefs about their capacity to find and seize opportunities during the process of starting and expanding a business (Klyver and Thornton, 2010). Piperopoulos and Dimov (2015) and Burnette, Pollack, Forsyth, Hoyt, Babij, Thomas, and Coy (2020) provided a link between ESe and entrepreneurial behaviours. For instance, Burnette, et al. (2020) discovered that those who had high levels of ESe were more likely to recognize and pursue entrepreneurial possibilities while also being more likely to persist in the face of difficulties. ESe has also been linked to other significant outcomes in the entrepreneurship process, such as goal setting and resources acquisition, in addition to its association with entrepreneurial action (Liao and Chen, 2006).

Purpose of the Study

The main purpose of this study was to examine the effectiveness of goal-setting and relational intelligence training in fostering entrepreneurial motivation among nascent entrepreneurs in Oyo Town, Nigeria. Precisely, the study;

- i. investigated the main effect of training on entrepreneurial motivation among the study participants.
- ii. examined the interaction effect of training and entrepreneurial self-efficacy on entrepreneurial motivation among the study participants.

Hypotheses

The researcher tested the following null hypotheses at 0.05 level of significance;

- i. There. is no significant main effect of training on entrepreneurial motivation among the study participants.

- ii. The combined effects of training and entrepreneurial self-efficacy does not significantly influence participants' motivation.

Methodology

Using goal-setting and relational intelligence training, the researcher utilized quasi-experimental design (pretest-post-test and control group) to enhance nascent entrepreneurs' entrepreneurial motivation. The study adopted a 3×3 factorial matrix consisting of two interventions and one control group, with ESe serving as moderating variables varied three levels (High, Moderate, Low). The population of the study comprised all nascent entrepreneurs who belong to a professional association in Oyo town. A total of 58 nascent entrepreneurs were selected to participate in the study. Participants for this study were chosen utilising Multi-stage Sampling technique. The researcher focused on business owners across various enterprises. Three local government areas were purposively selected (Oyo East, Oyo West and Atiba LGAs). The cluster sampling technique was adopted in choosing relevant business-related associations in each selected local government area for sample selection. With the aid of the screening instrument, nascent entrepreneurs whose businesses owners have low motivation were purposively selected (Oyo East – 20, Oyo West – 20 and Atiba – 18). In all, 58 entrepreneurs were drawn to participate; they were divided into the experimental and control groups at random. The criteria for participants' eligibility in the study includes, participants who had a specific location where they operate their business; participants who scored low in the screening tools, participants who were the sole owner of the business, participants who had managed the business for not more than one (1) year.

Instrumentation

Entrepreneurial motivation scale

The Entrepreneurial Motivation Scale (EMS), developed by Vijaya and Kamalanabhan (2009), is a reliable and efficient 27-item instrument designed to measure entrepreneurial motivation while minimizing respondent fatigue. It comprises five core components: entrepreneurial, work, social, individual, and economic motivation. Using a five-point Likert scale ranging from "not important" to "extremely important," the EMS covers various aspects of entrepreneurial drive with sample items like "get complete satisfaction" and "explore my talent and innate potential in a profession." The original scale demonstrated high internal consistency with an alpha of .84, and scores range from 27-135, with lower scores indicating lower motivation. For the current study, the researcher re-validated the instrument through a pilot test with 30 small-

scale business owners outside the study population, obtaining a Cronbach's alpha of .78, confirming its reliability for use in measuring entrepreneurial motivation among the target group.

Entrepreneurial Self-efficacy Scale (ESe)

The Entrepreneurial Self-efficacy (ESe) Scale, developed by De Noble, Jung, and Ehrlich in 1999, measures an individual's perceived competence in performing tasks related to entrepreneurial behavior. The scale encompasses six constructs: developing crucial human resources, creating an innovative atmosphere, initiating investor partnerships, establishing core purpose, coping with unforeseen hurdles, and developing new products and market prospects. Originally using a seven-point Likert scale, it demonstrated high reliability with a Cronbach's alpha of 0.953. For the current study, the scale was modified to a four-point Likert scale (1 = "Not at all true" to 4 = "Exactly true") and revalidated through a pilot test with 30 small business owners outside the study population, yielding a Cronbach's alpha of 0.69. Sample items include "I can find new methods to enhance existing products" and "I can create a work atmosphere that motivates individuals to attempt new things," assessing various aspects of entrepreneurial self-efficacy.

Data Analysis

The statistical approach used in this study for inferential statistics is the analysis of covariance (ANCOVA) which has the potency to exclude unmeasured variables that might affect the study's findings. In order to assess the directions of difference and significance identified, the Bonferroni post-hoc analysis was used utilized (all testing carried out at 0.05).

Results

Hypothesis one: There. is no significant main effect of training on entrepreneurial motivation among the study participants.

Table 1: Analysis of Covariance on Entrepreneurial Motivation by Training and Self-Efficacy

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	3440.322	12	286.694	3.274	0.002	0.466
Intercept	4478.096	1	4478.096	51.144	0.000	0.532
Pre_EM	2203.420	1	2203.420	25.165	0.000	0.359
Training	1131.628	2	565.814	6.462	0.003*	0.223
Training x Ese	115.941	2	57.970	0.662	0.521	0.029

R Squared = 0.47 (Adjusted R Squared = 0.32) * denotes significant $p < 0.05$

The results of table 1. revealed a significant main effect of training on entrepreneurs' motivation in business ($F_{(2; 45)}=6.46$; $p<0.05$, partial eta-squared=0.22). Effect size of 22.3% indicates that 22.3% of the total 32.0% variation in post-entrepreneurs' motivation in business observed (Adjusted $R^2 = 0.32$) in the model of ANCOVA was due to the effect of training. Therefore, Hypothesis 1 was rejected. The measured estimated marginal means of the training groups are shown in Table 2, allowing for a comparison of the magnitude of the significant main effect between the different training groups.

Table 2: The estimated marginal means for post-entrepreneurial motivation based on the training and control group

Training	\bar{x}	Std. Error	95% CI	
			Lower Bound	Upper Bound
Relational Intelligence Group (RIG)	99.57	3.47	92.58	106.55
Goal Setting Group (GSG)	94.14	2.77	88.57	99.72
Control Group (CG)	81.96	2.87	76.17	87.75

Table 2 revealed that entrepreneurs in the Relational Intelligence Group (RIG) training group 1 had highest adjusted mean score in their post-training in entrepreneurial motivation ($\bar{x} = 99.57$) followed by those in the Goal-Setting Group (GSG) training group 2 ($\bar{x} = 94.14$) and the Control Group (CG) control group (81.96). This order is denoted $RIG > GSG > CG$. The result presented in Table 3 is the outcome of a conducted Bonferroni post-hoc test performed across the groups to determine the group that is responsible for the significant main effect of training on entrepreneurs' motivation in business.

Table 3: The bonferroni post-hoc analysis of post-entrepreneurial motivation by training and control group

(I) Training	(J) Training	Mean Difference (I-J)	Sig.
Relational Intelligence Group (RIG)	Goal Setting Group (GSG)	5.423	0.635
	Control Group (CG)	17.606*	0.003*
Goal Setting Group (GSG)	Relational Intelligence Group (RIG)	-5.423	0.635
	Control Group (CG)	12.183*	0.016*
Control Group (CG)	Relational Intelligence Group (RIG)	-17.606*	0.004*
	Goal Setting Group (GSG)	-12.183*	0.016*

* Denotes $p < 0.05$ (sig level)

The result of the table above (3) indicated the post-entrepreneurial motivation of entrepreneur in the Relational Intelligence Group was not significantly different from those in the Goal Setting Group ($MD = 5.42$, $p > 0.64$). Furthermore, there was a significant difference between the post-entrepreneurial motivation mean scores of the Goal Setting Group entrepreneurs and those in the control group ($MD = 17.61$, $p < 0.01$). This implies that, in terms of entrepreneurs' post-entrepreneurial motivation in business, the significant difference seen in the Analysis of covariance result had not been due to the differences between training groups (relational intelligence and goal setting), but rather in comparison with the control group.

Discussion of Findings

The first hypothesis revealed that there is a significant main effect of training (GST and RIT) on entrepreneurial motivation of nascent entrepreneurs. Although, result indicated that RIT is more potent, however both training has the capacity to foster entrepreneurial motivation. Carsrud and Brännback (2009) presented goal-setting as a tool to adjust to surroundings and situations. Their result indicated that out of 237 individuals who venture into entrepreneurship without clearly stated goals, 64% lost interest in pursuing the sustenance of the venture as against 36% who perceived themselves to be successful entrepreneurs as a result of setting goals for business. Hurst and Pugsley (2016) research indicated that entrepreneurs driven by one goal or the other has a 63% chance of maintaining the intrinsic motivation that led them into business. He stated that irrespective of the motivation for venturing into business (pecuniary or non-pecuniary), 37% of entrepreneurs who stated unavailability of goals as at the time of starting business lack the drive to be successful. Additionally, Matthijs and Hammer (2014) stated the essence of setting goals as clearly indicated in his results; entrepreneurs who are not motivated to set goals crash early. This was supported in a survey conducted by Morgenroth (2018) which indicated that out of 40 participants in the survey, 29 participants who showed an indication of less motivation had initially stated that they find it difficult to set goals.

Aside from Goal- setting, Relational intelligence training was found very effective in fostering entrepreneurial motivation among small-scale business owners. RIT showed more effectiveness than GST when compared. Relational intelligence is a relatively new field that needs further research to be carried out on to validate its potency in the field of entrepreneurship. RIT is

a relatively new training. However, reasons behind its effectiveness cannot be farfetched as the training's outline possesses components needed for boosting an individual's interpersonal connection which can result in enhancing optimism and drive according to McClelland (1961). just as people are likely to patronize a friendly owner with excellent interpersonal skills; social interactions can boost a person's motivation. The result pointed that the training was effective and therefore, attests to the fact that small-scale business owners' motivation can be enhanced, fostered and improved upon with these training packages. The study of Ghorsh and Rajarm (2016) showed that in a study of 400 participants, 64% of individuals who exhibit traits of being relationally intelligent have a high odd of being motivated to perform a task. These few studies highlighted are one of those that have provided support for the effectiveness of RIT.

A meta-analysis revealed that effective communication was found to be the second most important characteristic for entrepreneurs, with marketing skills contributing to entrepreneurial motivation by 32% (Darling and Beebe, 2007). Entrepreneurs are urged to be visionary leaders because they can motivate a group of people by clearly communicating their goal. A great leader will inspire followers and positively affect organisational outcomes. Ezech (2012) asserted that acquiring entrepreneurial skills helps students develop the potentials for self-reliance, thereby contributing to sustainable development. Additionally, McLaughlin (2012) found that social connections have a favourable effect on entrepreneurial motivation. Awad and Ali (2012) established that a manager's emotional intelligence, employee creativity, and organisational atmosphere positively affected a person's entrepreneurial orientation. In a comparative study, Ngah et al. (2016) examined how emotional intelligence affected business people in Malaysia and Indonesia. It was discovered that the absence of proper communication and interpersonal skill contributed significantly to an unmotivated retailer. Activities that have been highlighted as having the potential to motivate employees include acquiring and keeping customers, making presentations to investors, bargaining, and luring, choosing, and managing staff, suppliers, and partners (Ngah et al., 2016).

For the second hypothesis, the interaction effect of training and entrepreneurial self-efficacy on entrepreneurs' motivation in business was not significant ($F_{(2, 45)}=0.66$; $p>0.05$, partial eta-squared=0.03) as revealed in the table 1. Thus, the researcher did not reject the hypothesis. Thus, being high/moderate/low did not significantly play a role in differences observed in the entrepreneurial motivation of the study participants across the training groups. The possible

justification for this finding is that participants with high, moderate and low entrepreneurial self-efficacy benefitted maximally from goal setting and relational intelligence groups without significant differences. The findings buttress many empirical results that support the effectiveness of psychological training to support entrepreneurial activities and address its menace or challenges across various settings and situations.

Tan and Pang (2023) links achievement, goals and motivation in the theory of hierarchy of goals. In entrepreneurship, the applicability and workability of goal-setting training knows no bound. Irrespective of personality attributes of entrepreneurs among other variables known to have influenced entrepreneurial behaviour over the years, goal-setting had proven to be an effective tool in several areas of entrepreneurship. Since RIT is a subsidiary of EIT, it is not amusing that its potency is established irrespective of an entrepreneur's traits. There are several potential causes for this outcome. It is possible that the participants did not find the training to be pertinent to their current levels of self-efficacy or that the training programme did not particularly address the development of ESe. Additionally, it is likely that the analysis overlooked some factors that might have an impact on an individual's entrepreneurial motivation, or that the sample size or measuring methods used were insufficiently sensitive to identify an interaction effect. Overall, even while a lack of a substantial interaction effect may deviate from the norm, it nevertheless offers essential data that might direct future study and programme development.

Conclusion

In order to enhance entrepreneurial motivation among nascent entrepreneurs, the study examined the efficacy of goal-setting and relational intelligence training. The moderating variable examined was ESe. In order to do this, the participants had training in goal-setting and relational intelligence, and data were gathered, processed and analysed using suitable statistical methods. Using the research's findings as a foundation, the following conclusions were reached. Goal-setting and relational intelligence training (RIT) effectively fostered the sampled participants' entrepreneurial motivation. While the two-training indicated effectiveness, RIT was more potent than GST in promoting entrepreneurial motivation. The implication is that although, adequate implementation of this training to boost entrepreneurial motivation may yield similar results, RIT will yield better result. The two -way interaction effect of training and ESe on entrepreneurial motivation was not significant.

Recommendations

On the basis of the study's findings, the below recommendations were made:

1. This research recommends that personnel psychologists should focus more attention on the activities of nascent entrepreneurs by carrying out periodic research on different entrepreneurial menace.
2. Entrepreneurs should be exposed to psychological training especially goal-setting and relational intelligence whose efficacy was established in this study to enhance entrepreneurial motivation.
3. The Nigerian government must implement new policy directives that are supportive of entrepreneurship.

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