

Entrepreneurship Behaviour on Commitment of Employee in the Selected Rice Mill in Anambra State

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Abstract: *The study examined the entrepreneurship behaviour on commitment of employee in the selected rice mill in Anambra state.. The objectives of the study were to: Ascertain the effect of entrepreneurial innovativeness behaviour on employee's moral of selected rice mill in Anambra state.: Examine the effect of risk taking behaviour on normative commitment of employees of selected rice mill in Anambra state: Evaluate the effect of pro-activeness on sense obligation of selected rice mill in Anambra state: Determine the effect of work environment on emotional attachment of selected rice mill in Anambra state. However four research question and hypotheses are formulated in line with the objectives. This study is anchored on the Resource Based View (RBV) which was propounded by Wernerfelt in 1984. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected rice mill firms. The populations of the study were 2870. The sample size of the study is three hundred and thirty-nine (339). While two hundred and eighty-nine questionnaire (289) were retrieved. The hypotheses were tested using regression method at 0.05% level of significance. The findings of the study revealed, that Entrepreneurial innovative behaviour has significant effect on affective commitment of employees of selected rice mill in Anambra state; Consideration leadership has significant effect on affective, normative and continuance commitment in selected rice mill in Anambra state. Entrepreneurial pro-activeness has significant effect on normative commitment of employees of selected rice mill in Anambra state. Work environment has no significant effect on affective commitment of employees of selected rice mill in Anambra state. The study recommends that to avoid bad attitude to work, organization leaders should give motivation of their staff the priority it deserves; Leadership opportunities, recognition and employee appraisal and promotion as at and when due as well as meeting employee expectations and socialization are key factors that motivate employees.*

Keywords: *entrepreneurial innovativeness, risk taking behavior, pro-activeness, work environment and normative commitment.*

Introduction

High levels of competitiveness as well as frequent and significant changes in the external business environment characterize the modern business world. The competing businesses face a variety of difficulties in this complicated and dynamic market. Organizations are overcoming obstacles resulting from a fiercely competitive environment by leveraging on the employee's innovative ideas and actions (Unsworth and Parker, 2019). The organization's employees are the primary source of innovation ideas, and businesses must use these ideas to drive high levels of

innovation performance through effective (leadership style) entrepreneurial behavior, which involves seeing opportunities and acting on good ideas. It is important to know that Entrepreneurial organizations today are faced with a more challenging economic environment occasioned by changing market suppliers and customers' needs and even increasing market competition than their forebears. As a result of this dynamic and competitive nature of the business environment, organizations engage in strategic renewal and corporate venturing to meet up with the dynamic business environment. These have made the global market to be aware and prone to changes which is a continuous process. These continuous process of dynamism forced the Entrepreneurial firms to seek for better strategies that will keep them active in the business environment (Aslam, Ayub & Razzaq, 2013). These better strategies and practices is the continuous Entrepreneurial innovativeness, Entrepreneurial behaviour to nurture the attitude of employee to promote their commitment that will create affective and normal commitment which will give them an edge over their competitors,

In Nigeria, It is impossible to overstate the significance of the rice mill in the growth of the economy in the terms employment generation. Rice mill generates more jobs to low income earners than any other industry in southeast and contributes to overall economic growth (World Economic Forum, 2013). To improve its performance, the Nigerian rice mills industry has used a number of conceptual components such as Entrepreneurship innovativeness, which refers to the entrepreneurial activities of Entrepreneurial organizations that comprise rice mill and others. Rice mill in Nigeria must not only adapt and adjust to significant environmental demands, but also take proactive steps to change and improve the nature of work, the organization and its strategy, and the environment in which they operate. This is because today's business environment is complex, dynamic, and volatile. Now, in Nigeria more than ever, the knowledge of affective commitment with its inherent ambiguity, novelty, and complexity has dictated that successful organizations and its most successful employee must embrace a less structured organizational setting with stronger demands for empowerment, self-governance, opportunity recognition, personal initiative and capitalization, collaboration, and adaptation (Parker & Wang, 2015; Strauss, Griffin, Parker, & Mason, 2015; Wihler, Blickle, Ellen, Hochwarter, and Ferris, 2017). The behavioral component of commitment may be brought about by employee normative commitment with regard to their organization. An employee who has become affectively committed to his workplace would undoubtedly exhibit emotional attachment and endeavor to meet the organization's overall goals, such as increased productivity, efficiency, and a high standard of customer service (Wan 2013). The Entrepreneurial behaviour used by the entrepreneurs who are in charge of ensuring that the employees in each mill or area of operation achieve the short- and long-term objectives is a major factor in determining or evaluating the affective commitment of employees in any given firm in any country like Nigeria (Kazeem, 2014).

Affective commitment is an important concept for organizations because it predicts productivity, job satisfaction, motivation and commitment. Also an emotional connection, identity, and shared values with an organization are represented by an affective commitment. It supports a mindset that includes the cognitive realization that one's work in an organization has a significant purpose and is characterized by a willingness to take action and put out effort to meet defined objectives. In Anambra state rice mill most of the employee are mostly interested in their wages not committed to any emotional feeling towards innovative target because they are mostly not permanent employees. They always move to the highest paid entrepreneur. Entrepreneurial innovative mindset does not affect the commitment of the employee affectively. Employees who are not affectively devoted to their job are unable to express their creativity or capacity for

innovation. Increasing an organization's capacity for innovation is crucial today in preparing it for difficult conditions. Inability of the firm to innovate affects firm performance. Employee cannot make any affective commitment at this period since they can switch to another mill at any time. This will continue to increase high rate of labour turnover and increase the risk of reduction in proficiency and sense of obligation (normative commitment) in Anambra state rice mill.

Risk is characterized as the likelihood of suffering a loss or the level of uncertainty that makes it possible for actions to not turn out as planned. In the current world, risk is inescapable and widespread in a variety of industries, including business enterprises. Depending on how each person reacts to danger, different outcomes are produced. In situations when unfavorable outcomes are anticipated, risk-taking conduct refers to the behavior and readiness of people to openly take on potential risks for a favorable end. Therefore, how risk is handled and how much risk-taking is done can have an impact on how a business operates. Depending on the leadership style used by the organization's executives, risk-taking behavior might alter. Empowering leadership acknowledges the value of employees' labor and gives them the psychological and other tools they need to feel confident in their leaders and their accomplishments. Employees are more inclined to take chances and complete their task in a more inventive and creative manner if they trust their leaders and think they can perform at a high level. By giving workers a sense of security inside the company, empowering leadership also strengthens their emotional bond with it and improves performance. Employees that believe in their company and its executives are willing to take risks to accommodate others, which enhances the success of the company. In Anambra state rice mill it is a well-known fact that most of the rice mills are privately owned and they are making maximum use of their employees without paying them in the same manner so there is high rate of job insecurity and this create lack of confidence and employee are not willing to take risk or show any pro-activeness in their work environment.

There are different authorities on this subject matter with divergent findings such as Kaiman, (2013) examined leadership behavior and commitment. The results of this study indicate that the behavior of good leadership can improve employee performance by considering employee commitment and job satisfaction. Oyeyinka & Ayansina (2017) examined the effects of leadership styles on employee job performance in the institute of agricultural research and training, Nigeria. The study concluded that leadership style is a critical variable on employee job performance and that the leadership style adopted by leaders has a great influence or relationship with the employee job performance. Makambe & Moeng (2019) investigated the effects of leadership styles on employee performance: a case of a selected commercial bank in Botswana. The results of the study revealed that there was a significant utilization of the participative, transformational, and transactional leadership styles at the selected commercial bank. It is against this backdrop that, this research decide to look into the influence of Entrepreneurial behaviour on the Employee commitment on the selected rice mill in Anambra state.

Objective of the Study.

The main objective of the study is to examine the entrepreneurship behaviour on commitment of employee in the selected rice mill in Anambra state. Specifically, the study seeks to:

1. Ascertain the effect of entrepreneurial innovativeness behaviour on affective Commitment of selected rice mill in Anambra state.

2. Identify the effect of risk taking behaviour on normative commitment of selected rice mill in Anambra state.
3. Assess the effect of pro-activeness on normative commitment of the selected rice mill in Anambra state.
4. Determine the effect of work environment on affective commitment of selected rice mill in Anambra state.

REVIEW OF RELATED LITERATURE

Theoretical Framework

This study is anchored on the Resource Based View (RBV) which was propounded by Wernerfelt in 1984. Wernerfelt (1984) in his analysis of RBV explained the strategic options of a firm for choosing resources. The theory explains the origin or competitive advantage of a firm and supports that the intangible resources are the main concern that ensures performance of a firm. Studies have revealed the relationships between organizational resources, capabilities, performance through RBV (Barney 2007; Ibrahim & Shariff, 2016). The RBV has been criticized for the reason that there are no managerial implications and it is also viewed as limited in its application in that the sustained competitive advantage is not achievable. Barney (2001) stated that the usefulness of RBV appears to be greater in terms of generating understanding and providing a structure for strategizing. Barney (2001) also stated that resource based logic can help managers to completely understand the kind of resources that help generate sustained strategic advantages, help them use this understanding to evaluate the full range of resources their firm may possess, and then exploit those resources that have the potential to generate sustained strategic advantage.

Resource based view acknowledged that the human resources in form of skills, competencies and capabilities are the key components of entrepreneurship education. The theory is relevant to the study as it involves acquisition of entrepreneurial skills through entrepreneurial education and entrepreneurial knowledge, adoption and use of technology by the small and medium scale enterprises in order to enhance their overall performance. Thus, in this study, the postulates of RBV were used to inform the independent variables.

Empirical Review

Mac-Ozigbo and Cross (2022) examined the effect of work environment on employees' performance in Nile university of Nigeria. Working environment plays an important role towards the employees' performance. However, the literature suggests a growing interest in a mixed approach (triangulation) following on from the argument that one is used to strengthen the other. The research is based on both the qualitative and quantitative research designs. Questionnaire was the major instrument of data collection. Pearson Moment Product Correlation Coefficient and Regression analysis were utilized in hypotheses testing. The finding shows that there is need for the management of any given organization critically looks into means of making workplace a comfort zone for the staff in order to get the best out of them. It was recommended that the organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.

Okolocha and Anugwu (2022) examined the effect of work environment on job performance of commercial banks in Nigeria. Specifically, the study ascertains the effect of psychosocial environment and work life balance on job performance of commercial banks in Nigeria. This study adopted survey research design. The sample of the study consists of all the 16 branches of five (5) commercial banks in Nigeria. The researcher used primary data. Data were collected from questionnaires distributed to the respondents. The data collected was analyzed in a tabular form and regression analysis was used with the aid of Statistical Package for Social Science (SPSS) version 20.0. The study revealed that psychosocial environment and work life Balance has a positive significant effect on job performance of commercial banks in Nigeria. Based on the findings of this study, it is recommended among others that bank should provide enabling work environment in terms of physical facilities for their employees because this substantially increases employees' productivity.

Oti, Eyinade, Adebayo (2022) examined the impact of Work Environment on Employee Job Performance, with specific focus on Alaba Branch 1, 2 &3 of First Bank Nig Plc, Lagos-State. This study employed a descriptive survey design. A sample size of 67 respondents was selected using simple random sampling technique of which 67 respondents filled and returned the questionnaire. Data from the questionnaire was analyzed using special software for statistics which is called statistical package for social science (SPSS) version 23. The study found out that there is a perfect positive statistically significant relationship between physical environment and employee's commitment. Also, behavioural factor does statistically significantly affect job satisfaction in First Bank Nigeria Limited, Alaba 1, 2, 3. After the findings of the research it is highly recommended that organizations should improve on their physical environment to increase their employee commitment which will have positive effect on employee performance and output resulting in improved organizational performance.

Agogbua, Obi and Ezejiofor (2022) determined the effect of work environment on employee performance of Nigerian commercial banks. Therefore, ascertain the effect of physical work environment and space factor on employee performance of commercial banks in Nigeria. Survey research design was adopted for this study. A sample of eighty staff of commercial banks was used through purposive sampling. Data were collected from questionnaires distributed to staff of the sampled banks. Regression analysis was used to test the hypotheses. From the results, physical work environment and space factor were found to have significant effect on employee performance. The study thereby recommended that among others that firms should provide a spacious work physical environment for their staff because this boosts productivity significantly

Nwankwo and Ezeibe (2021) evaluated the influence of innovation on financial performance of small and medium scale enterprises in Onitsha. Relevant conceptual, theoretical and empirical literatures were reviewed. Product innovation, process innovation, market innovation and administrative innovation were employed as the independent variable while financial performance was employed as the dependent variable. Survey research design was employed and structured questionnaire was employed as the instrument of data collection. The data generated were analyzed using descriptive statistics and correlation analysis. The study found that product innovation, process innovation, market innovation and administrative innovation have significant influence on the financial performance of small and medium scale enterprises in Anambra State. Based on the foregoing, the study concludes that innovation has significant influence on financial performance of small and medium scale enterprises in Anambra State. The study contends that

government should encourage innovative SMEs development through the provision of incentives to SMEs and standing as a guarantor for loans given to aspiring entrepreneurs and innovators.

Ismanu, Kusmintarti and Riwayatanti (2021) examined and analyze product innovation and process innovation as an indicator of innovation that affects the performance of small and medium enterprises (SMEs). Government policy as a moderator of the effect of innovation on performance. This research was conducted during the COVID-19 pandemic. The populations in this study are SMEs that produce clothes and t-shirts in Indonesia. Data collection is done through questionnaires and direct interviews. Online questionnaires were given to the managers and business owners. The sampling technique used is purposive sampling based on certain conditions of the research object, and in this study 100 business units were selected. The result of loading factor correlation between indicator and latent construct is significant. Hypothesis which explored the linear relationship between the construct variables was tested. Structural Equation Modeling (SEM) was used. The results of this study indicate that there is a positive relationship between innovation and business performance, and government policies have an important role as a full moderator in this relationship. The study findings concluded that the government policies are an important instrument in supporting the development of SMEs by innovating product and process innovation.

Ansho, Ozah and Mzughulga (2021) investigated the impact of technological innovations on SMEs performance in Wukari metropolis. The study adopted survey research design to study a sample of 100 SMEs in the area. Primary data used for the study is structured questionnaire which was structured in a (5) five likert scale format. Data collected from the study was analyzed using descriptive and inferential statistic. Simple percentage was the descriptive statistic used while ordinary least square (OLS) multiple regression, was the inferential statistic used. The study revealed that communication innovation, mobile transfer innovation and computing system innovation has significant effect on SMEs performance in Wukari metropolis. The study thus, recommend that SMEs managers should sustain and invest more on communication innovation, mobile transfer innovation and computing system innovation to improve their business and ensure cost reduction, prevention of bad debts and loss of stock.

Juliana, et al. (2021) investigated the relationship between creativity and innovation on entrepreneurship development. Before doing so, we marry the in- sights of several pieces of works of literature on creativity, innovation, and entrepreneurship stemming from Joseph Schumpeter's perspectives, theory, and research on innovation and entrepreneurship development. A survey de- sign was adopted for the study. A valid sample of 257 impacted the study using Yemane sample size determination formulae. The research employed the Ordinary Least Square method and ANOVA Test for data analysis. In this study, we accept hypotheses H2 and H5 due to their significant and mutual relationship on the measured variable whereas H1, H3, and H4 were not accepted owing to their insignificant impact on the independent variable (entrepreneurship development). The most significant variables in this research are technological advancement and strategy.

Onogwu and Ja'afaru (2020) investigated the influence of innovation on the performance of Small and Medium-Scale Enterprises in Kogi State, Nigeria. The study examined the significant effects of the dimensions of innovation on the sales growth of SMEs in Kogi State. The study used survey research design. The sample size of 384 was drawn. All data collected were analyzed using descriptive statistics and Multiple Regression Model. Finding shows that market and process innovations have weak linear effects on the sales growth of SMEs in Kogi State. Only product

innovation has strong effect on the sales growth of SMEs in Kogi State. The study concluded that innovation is a necessary obligation for SMEs existence today. The study recommended that SME owners should undertake or invest more in market innovation rather than process innovation and product innovation to achieve sales growth in Kogi State.

Obioma, MiebakaDagogo and John (2020) investigated the relationship between risk taking and performance of small and medium enterprises in Rivers and Bayelsa states of Nigeria. The unit of data generation was the firm and the corresponding level of analysis was the macro-level. A total of three hundred and sixty (360) small and medium enterprises studied constituted the study population, and a sample size of one hundred and eighty-six (186) was drawn using the Krejcie and Morgan table. Data was collected through questionnaires distributed to the respondents. Statistical Package for the Social Sciences version 22 was used and inferential statistics such as Pearson Product Moment Correlation Coefficients, regression and p-values were calculated in order to ascertain the nature and direction of the proposed relations and for testing the stated hypotheses. Results revealed positive and significant relationship between risk taking and measures of small and medium enterprises performance. The study concluded that risk taking led to improved customer satisfaction, growth increment and improved social performance of small and medium enterprises in Rivers and Bayelsa states. The study recommended that small and medium enterprises should apply and adopt risk taking in the operation of their businesses to improve performance.

METHODOLOGY

This research adopted survey design which collects data and solicits information from people concerning their opinion, beliefs, actions, and attitudes on various issues by using standardized structured questionnaire and descriptive statistics. The area of the study is to determine entrepreneurship behaviour on commitment of employees in the selected rice mill in Anambra state. The population of interest therefore consist of all rice mill firms in Anambra state (between 2016 and 2021). Which is Coscharis rice mill with population of 1322, Anambra rice mill Amichi with a total population of 672, and Udemezu rice mill Omor with the population of 876, this gives the total population of two thousand eight hundred and seventy (2870). Thus the population of this study is 2870 respondents. Sources (human resources of the selected firms). the sample size of 399 was drawn through Borg & Gall (1973) formula The study adopted Stratified sampling. Stratified random sampling permits each of the different respondents in the states to be selected without bias.

The copy of questionnaire was distributed personally by the researcher to the respondent which includes the managerial cadre and non-managerial cadre that is the entire staff of the selected rice mill firm. The reason for the choice of these modes of distribution is to ensure a high return rate of the copies of questionnaire by the respondents. Statistics such as frequency count and percentages were used in the analysis of research questions while research hypotheses were tested using multiple regression analysis. The research hypotheses were tested at 0.05 level of significance. Analysis were carried out with the aid of Statistical Package for Social Sciences (SPSS).

PRESENTATION ANALYSIS AND INTERPRETATION OF DATA

This chapter presents the data obtained from the respondents through the administered questionnaire. Three hundred and thirty-nine (339) copies were administered among the staff of selected rice mills. However, two hundred and eighty-nine (289) copies of questionnaire were

retrieved. Therefore, the analysis and interpretation of data were only based on the returned questionnaire. The validity and reliability of this study were highly ensured, despite the number of copies of the questionnaires not returned. The methods used were percentage table technique and t-test for the hypothesis. The method was adopted because it possesses a unique estimating property which includes unbiased, efficiency and consistency when compared with other linear unbiased estimates.

4.1 Bio-data of the Respondents

Table 4.1. GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	117	39.9	40.5	40.5
	MALE	172	58.7	59.5	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2023

The above table reveals that one hundred and seventeen (117) respondents which represents 40.5% were female respondents, while one hundred and seventy-two (172) respondents which represent 59.5% were male respondents. By implication, male respondents were more than female respondents by 9.5 per cent in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

Table 4.2 AGE BRACKET

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	91	31.1	31.5	31.5
	31-40	98	33.4	33.9	65.4
	41-50	24	8.2	8.3	73.7
	51-1BOVE	76	25.9	26.3	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2023

The table above shows that respondents whose age bracket falls below 18-30yrs were ninety-one (91) which represent 31.5 percent. This is followed by those with age bracket of 31-40years with ninety-eight (98) which represents 33.9%. Also those within age bracket of 41-50yrs were twenty-four (24) which represents 8.3%. This is followed by those with age bracket of 51-above years with seventy-six (76) which represents 26.3%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

Table 4.3 MARITAL SATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	120	41.0	41.5	41.5
	MARRIED	129	44.0	44.6	86.2
	WIDOWED/DIVORECED	40	13.7	13.8	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2023

In the table above, one hundred and twenty (120) of the respondents which represent 41.5% were married, while one hundred and twenty-nine (129) of the respondents which represent 44.6% are single. Lastly, forty (40) of the respondents which represent 13.8% are widowed/divorced. It is therefore glaring that most of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, married, and widowed/divorced respondents that answered the distributed questionnaire.

Table 4.4 EDUCATIONAL QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FSLC	15	5.1	5.2	5.2
	OND/NCE	102	34.8	35.3	40.5
	BSC/HND	113	38.6	39.1	79.6
	MSC/MBA	44	15.0	15.2	94.8
	PHD	15	5.1	5.2	100.0
	Total	289	98.6	100.0	

Source: SPSS Version 21, 2023

The table above indicates that fifteen (15) respondents which representing 5.2% maintain to acquire have acquired FSLC, while 35.3% of the respondents which represents one hundred (102) ordinary national diplomas/NCE. However one hundred and thirteen (113) which represent 39.1 percent either have BSC/HND/BA. The respondents that have MS.C/MBA are numbered forty-four (44) which represent 15.2%. Lastly, the respondents that have PHD are numbered fifteen (15) which represent 5.2% This is the one of demographic item helps us to identify the education qualification of the respondent.

Table 4.5 Analysis of the Data

s/n	Questionnaire items	SA (5)	A (4)	SD (2)	(D) 2	(U) 1	TOTAL
QES 1	Entrepreneurial Innovative						
1	Our organizations introduces innovation to change mode of processing and production	179 (61.9)	62 (21.5)	11 (3.8)	21 (7.3)	16 (5.5)	289 (100%)
2	Innovation reduces inventories with the use of technology	164 (56.7)	62 (21.5)	17 (5.9)	21 (7.3)	25 (8.7)	289 (100%)
3	Our organizations we use technology and innovation to make their services more easier and tradable	140 (48.4)	48 (16.6)	46 (15.9)	29 (10.0)	26 (9.0)	289 (100%)
4	Our organizations use innovation to open new opportunities	121 (41.9)	69 (23.9)	34 (11.8)	26 (9.0)	39 (13.5)	289 (100%)
5	Technology has improved the productivity in Nigeria	124 (42.9)	66 (22.8)	34 (11.8)	26 (9.0)	39 (13.5)	289 (100%)

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and seventy-nine (179) respondents which representing 61.9% strongly agreed that Our organizations introduces innovation to change mode of processing and production, while 21.5% of the respondents which represents sixty-two (62) agreed to that. Eleven respondents which represent 3.8% are strongly disagreed. Whereas, twenty-one (21) respondents which represent 7.3% where of the view that to that disagreed. Finally sixteen (16) respondents which represent 5.5% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and sixty-four (164) respondents, representing 56.7% strongly agreed that Innovation reduces inventories with the use of technology while 21.5% of the respondents which represents sixty-two (62) agreed to that. Seventeen respondents which represent 5.9% strongly disagreed. Whereas, twenty-one (21) respondents which represent 7.3% were disagreed. Finally twenty-five (25) respondents which represent 8.5% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and forty (140) respondents, representing 48.4% strongly agreed that our organizations we use technology and innovation to make their services easier and tradable, while 16.6% of the respondents which represents forty-eight (48) agreed to that. Forty-six respondents represent 15.9% are strongly disagreed. Whereas, twenty-nine (29) respondents which represent 10% where of the view that to that disagreed. Finally twenty-six (26) respondents which represent 9% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and twenty-one (121) respondents, which represent 41.9% strongly, Our organizations use innovation to open new opportunities. while 23.9% of the respondents which represents sixty-nine (69) agreed to that. Thirty-four respondents which represent 11.8% are strongly disagreed. Whereas, twenty-six (26) respondents which represent 9% where of the view that to that disagreed. Finally thirty-nine (39) respondents which represent 13.5% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and twenty-four (124) respondents, representing 42.9% strongly agreed that Technology has improved the productivity in Nigeria while 22.8% of the respondents which represents sixty-six (66) agreed to that. Thirty-four respondents which represent 11.8% are strongly disagreed. Whereas, twenty-six (26) respondents which represent 9% where disagreed. Finally thirty-nine (39) respondents which represent 13.5% were undecided.

Table 4.6 Risk taking Behaviour

QES 2	Risk taking Behaviour	SA (5)	A (4)	SD (2)	(D) 2	(U) 1	TOTAL
1	I will involve in a new trend of business rather than old kind of business	86 (29.8)	147 (50.9)	16 (5.5)	22 (7.6)	18 (6.2)	289 (100%)
2	High number of business competitors will not prevent me in running my business	215 (74.4)	28 (9.7)	10 (3.5)	14 (4.8)	22 (7.6)	289 (100%)
3	I like to do some changes in many things	121 (41.9)	119 (41.2)	21 (7.3)	15 (5.2)	13 (4.5)	289 (100%)
4	I consider lost in running business as a normal thing	146 (50.5)	106 (36.7)	19 (6.6)	9 (3.1)	9 (3.1)	289 (100%)
5	I get tired of old things and want to try something new	83 (28.3)	143 (49.5)	21 (7.3)	22 (7.5)	20 (6.9)	289 (100%)

The table above indicates that out of the two hundred and eighty-nine respondents, eighty-six (86) respondents which represent 29.8% strongly agreed that I will involve in a new trend of business rather than old kind of business while 50.9% of the respondents which represents one hundred and forty-seven (147) agreed to that. Sixteen respondents which represent 5.5% are strongly disagreed. Whereas, twenty-two (22) respondents which represent 7.6% where disagreed. Finally eighteen (18) respondents which represent 6.2% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, two hundred and fifteen (215) respondents, represent 74.4% strongly agreed that High number of business competitors will not void me in running my business. While 9.7% of the respondents which represents twenty-eight (28) agreed to that. Fourteen respondents which represent 4.8% are strongly disagreed. Whereas, ten (10) respondents which represent 7.6% where disagreed. Finally twenty-two (22) respondents which represent 7.6% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and twenty-one (121) respondents' represents 74.4% strongly agreed that I like to do innovation in many things. While 41.21% of the respondents which represents one hundred and nineteen (119) agreed to that. Twenty-one respondents which represent 7.3% are strongly disagreed. Whereas, fifteen (15) respondents which represent 5.2% where disagreed. Finally thirteen (13) respondents which represent 4.5% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, two hundred and forty-six (146) respondents, represent 50.5% strongly agreed that I consider lost in running business as a normal thing. While 36.7% of the respondents which represents one hundred and six (106) agreed to that. Nineteen respondents which represent 6.6% are strongly disagreed. Whereas, nine (9) respondents which represent 3.1% where disagreed. Finally nine (9) respondents which represent 3.1% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, eighty-three (83) respondents which representing 28.7% strongly agreed that I get bored of old things and want to try something new. While 49.5% of the respondents which represents one hundred and forty-three (143) agreed to that. Twenty-one respondents which represent 7.3% are strongly disagreed. Whereas, twenty-two (22) respondents which represent 7.6% where disagreed. Finally twenty (20) respondents which represent 6.9% were undecided.

Table 4.7 Pro-activeness

QES 3	Pro-activeness	SA (5)	A (4)	SD (2)	(D) 2	(U) 1	TOTAL
1	I often attend seminars/workshop organized and sponsored by my organization	32 (11.1)	222 (76.8)	19 (6.6)	9 (3.1)	7 (2.4)	289 (100%)
2	Employees are allowed to go for in-service training sponsored by this organization	119 (41.2)	128 (44.3)	19 (6.6)	11 (3.8)	12 (4.2)	289 (100%)
3	I have a good knowledge of my job through learning and developmental scheme sponsored by my organization	121 (41.9)	69 (23.9)	34 (11.8)	26 (9.0)	39 13.5	289 (100%)
4	Training increases my output by reducing industrial accidents	124 (42.9)	66 (22.8)	34 (11.8)	26 (9.0)	39 (15.5)	289 (100%)
5	Staying long in service makes me to serve customers better	190 (65.7)	26 (9.0)	38 (13.1)	19 (6.6)	16 (5.5)	289 (100%)

The table above indicates that out of the two hundred and eighty-nine respondents, thirty-two (32) respondents which represent 11.1% strongly agreed that I often attend seminars/workshop organized and sponsored by my organization. While 76.8% of the respondents which represents two hundred and twenty-two (222) agreed to that. Nineteen respondents which represent 6.6% are strongly disagreed. Whereas, nine (9) respondents which represent 3.1% where disagreed. Finally seven (7) respondents which represent 2.4% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and nineteen (119) respondents representing 41.2% strongly agreed that Employees are allowed to go for in-service training sponsored by this organization. While 44.3% of the respondents which represents one hundred and twenty-eight (228) agreed to that. Nineteen respondents which represent 6.6% are strongly disagreed. Whereas, eleven (11) respondents which represent 3.8% where disagreed. Finally twelve (12) respondents which represent 4.2% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and twenty-one (121) respondents representing 41.9% strongly agreed that I have a good knowledge of my job through learning and developmental scheme sponsored by my organization.

23.9% of the respondents which represents sixty-nine (69) agreed to that. Thirty-four respondents which represent 11.8% are strongly disagreed. Whereas, twenty-six (26) respondents which represent 9% where disagreed. Finally thirty-nine (39) respondents which represent 13.5% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and twenty-four (124) respondents representing 42.9% strongly agreed that Training increases my output by reducing industrial accidents, while 22.8% of the respondents which represents sixty-nine (69) agreed to that. Thirty-four respondents which represent 11.8% are strongly disagreed. Whereas, twenty-six (26) respondents which represent 9% where of the view that to that disagreed. Finally thirty-nine (39) respondents which represent 13.5% were undecided.

The table above indicates that out of the two hundred and eighty-nine respondents, one hundred and ninety (190) respondents, representing 42.9% strongly agreed that Staying long in service makes me to serve customers better. While 9% of the respondents which represents twenty-six (26) agreed to that. Thirty-eight respondents which represent 13.1% are strongly disagreed. Whereas, nineteen (19) respondents which represent 6.6% where of the view that to that disagreed. Finally sixteen (16) respondents which represent 5.5% were undecided.

Table 4.8 Work Environment

	Work Environment	SA (5)	A (4)	SD (2)	(D) 2	(U) 1	TOTAL
1	Inadequate infrastructures affect profit of the University	130 (44.9)	133 (41.7)	5 (2.1)	9 (5.8)	12 (6.2)	289 (100%)
2	A better work environment (spacious office, enough lighting etc.) will make me perform better at my job.	58 (44.6)	119 (41.2)	11 (3.8)	13 (4.5)	8 (2.7)	289 (100%)
3	My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties	146 (50.5)	121 (41.8)	6 (2.1)	11 (3.8)	5 (1.7)	289 (100%)
4	My furniture is comfortable enough to enable me perform my jobs without getting tired	132 (45.6)	133 (46.0)	7 (2.4)	6 (2.1)	11 (3.8)	289 (100%)
5	Inadequate infrastructures affect profit of the University	184 (63.7)	154 (53.3)	4 (1.4)	14 (4.8)	12 (4.2)	289 (100%)

It has been shown that 130 (44.9%) employees strongly agreed that Inadequate infrastructures affect profit of the University, 133 (41.7%) employees agreed that Inadequate infrastructures affect profit of the University,, whereas 5 (2.1%) of the employees strongly disagreed that agreed that Inadequate infrastructures affect profit of the University. However, 9 (5.8%) disagreed that agreed that Inadequate infrastructures affect profit of the University, lastly 12, (6.5) maintained undecided

On the statement that A better work environment (spacious office, enough lighting etc.) will make me perform better at my job. (58; 44.6%) strongly agreed to the statement. 119 (41.2%) agreed to the statement to the statement, while 11 (38%) respondents strongly disagreed to the statement. Regarding the statement that A better work environment (spacious office, enough lighting etc.) will make me perform better at my job; most of the respondents (13; 4.5%) disagreed to the statement. 5 (2.7%) respondents were neutral to the statement.

It has been shown that 146 (50.5%) employees strongly agreed that My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties, 121 (41.8%) employees agreed that My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties,, whereas 6 (2.1%) of the employees strongly disagreed that My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties. However, 11 (3.8%) disagreed that agreed that My workplace provides an undisturbed environment without any noise that gives me alone time to perform my duties, lastly 12, (6.5) maintained undecided

The table above indicates that out of the one hundred and thirty-two respondents, representing 45.6% strongly agreed their furniture is comfortable enough to enable me perform my jobs without getting tired. 46.0% of the respondents which represents one hundred and thirty-three (133) agreed to that. Seven (7) respondents which represent 2.4% are strongly disagreed. Whereas, six (6) respondents which represent 2.1% where disagreed. Finally eleven (11) respondents which represent 3.8% were undecided.

The table above indicates that out of the one hundred and eighty-four (184) respondents, representing 63.7% strongly agreed inadequate infrastructures affect profit of the University. 53.3% of the respondents which represents one hundred and fifty-four (154) agreed to that. Four (4) respondents which represent 1.4% are strongly disagreed. Whereas, fourteen (14) respondents which represent 4.8% where disagreed. Finally twelve (12) respondents which represent 4.2% were undecided.

4.3 Hypotheses Testing

4.3.1 Hypothesis One

Ho₁: Innovativeness behaviour has no significant effect on employee morale of selected rice mill in Anambra state

Table 4.9: ANOVA Innovativeness behavior and employee morale

Model		Sum Squares	of Df	Mean Square	F	Sig.
1	Regression	6.911	2	1.382	7.613	.000 ^b
	Residual	80.589	287	3.358		
	Total	87.500	289			

Source: SPSS, Version, 20 2023

However, from the Anova table above, it was observed that the probability value of hypothesis one is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative is accepted, meanwhile Innovativeness behaviour has significant effect on employee morale of selected rice mill in Anambra state.

4.3.2 Hypothesis Two

Ho₂: Risk taking behaviour has no significant effect on sense obligation of selected rice mill in Anambra state.

Table 4.10 ANOVA on Risk taking behavior and sense obligation

Model		Sum Squares	of Df	Mean Square	F	Sig.
1	Regression	22.507	2	4.501	6.952	.002 ^b
	Residual	64.993	287	2.708		
	Total	87.500	289			

Source: SPSS, Version, 20 2023

However, from the Anova table above, it was observed that the probability value of hypothesis two is less than 0.05% level of significance (0.002), as a result null hypothesis will be rejected and alternative accepted, meanwhile, Risk taking behaviour has no significant effect on sense obligation of selected rice mill in Anambra state.

4.3.3 Hypothesis Three

Ho₃: Pro-activeness has significant effect on normative commitment of employees of selected rice mill in Anambra state.

4.11 ANOVA on Pro-activeness and normative commitment

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	881.762	2	25.193	213.295	.000
Within Groups	3.511	287	3.511		
Total	885.274	289			

Source: SPSS, Version, 20 2023

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 213.295 with a significance of .002 is less than .05 (i.e .002<.05), Pro-activeness has significant effect on normative commitment of employees of selected rice mill in Anambra state.

4.3.4 Hypothesis Four

Ho₄: Work environment has no significant effect on emotional attachment of selected rice mill in Anambra state.

4.12 ANOVA Work environment on emotional attachment

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	881.762	2	25.193	213.295	.000
Within Groups	3.511	287	3.511		
Total	885.274	289			

Source: SPSS, Version, 20 2023

The test conducted revealed that the large significance value (F.sig<.002) indicate no group differences. Since the F-value of 213.295 with a significance of .002 is less than .05 (i.e .002<.05), Work environment has significant effect on emotional attachment of selected rice mill in Anambra state

CONCLUSION, RECOMMENDATIONS

The aim of this survey was to examine entrepreneurship behaviour on commitment of employee in selected rice mill in Anambra state. It discovered that there is a strong relationship between initiating structure leadership and employee commitment, a positive, and strong relationship between Consideration leadership and employee commitment. This suggests that leadership behaviours which involve building trust, inspiring a shared vision, encouraging creativity and emphasizing development is somewhat positively related to employees' organizational commitment. According to the results, there is a positive and significant relationship between leadership behaviour and gender. This suggests that leadership behaviours involves recognizing accomplishments taking immediate action than waiting for problems to become chronic before taking action, it also explain positive variations in how employees feel about having to stay with the organization. Based on the findings of this study, the following recommendations are made: To avoid bad attitude to work, organization leaders should give motivation of their staff the priority it deserves; Leadership opportunities, recognition and employee appraisal and promotion as at and when due as well as meeting employee expectations and socialization are key factors that motivate employees. The organizational leadership should make sure that they adopted control techniques to enable them to minimize conflict between the staff and management. The management should ensure that work environment is conducive for workers, this will give then spirit of motivation and commitment.

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